# W·MURRAY CRANE

## A MAN AND BROTHER

SOLOMON BULKLEY GRIFFIN

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W. MURRAY CRANE

**By Solomon Bulkley Griffin**

People and Politics

W. Murray Crane

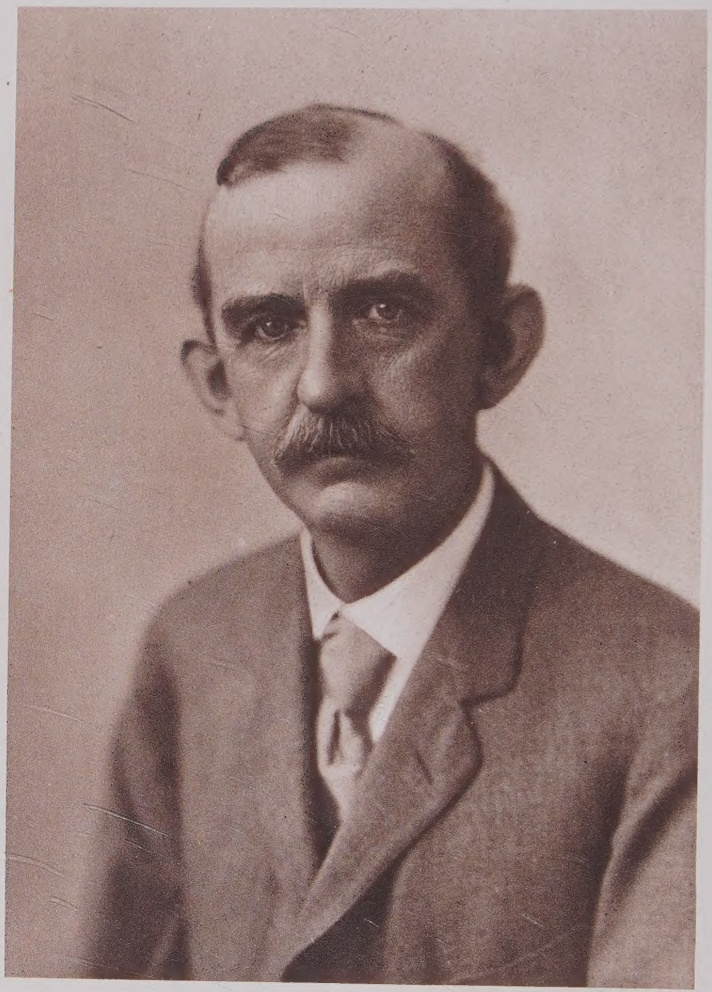

Photo. Moffett

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BY

SOLOMON BULKLEY GRIFFIN

FOREWORD BY

PRESIDENT COOLIDGE

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TO THOSE WHO LOVED

MURRAY CRANE

AND PARTICULARLY TO SUCH AS HAVE
ADDED TO MY OWN RECOL-
LECTIONS OF HIM

# FOREWORD BY THE PRESIDENT

THE WHITE HOUSE
WASHINGTON

SWAMPSCOTT, MASS.
August 4, 1925.

Ever since I have been in Massachusetts I have known of Mr. Crane, but I did not come into personal relation with him until I had entered public life in Boston. The more I saw of him the more I came to admire him. This was the almost unbroken experience of every person that came into contact with him. He is a most difficult man to describe. His influence was very great, but it was of an intangible nature. I do not recall that he ever volunteered any suggestion to me in relation to any public duty which I had to perform. He never made any request concerning legislation. He never recommended any one for appointment. Yet I think every one who knew him recognized that he was a positive influence for sound legislation and the selection of qualified persons to fill public office. His actions were never moulded to serve any private interest of his own, but always with a desire to promote what he believed to be the public welfare.

It may appear to be very rash to say that he was the supporter of every good cause and a help to every one in need, but if there was any good cause which came to his attention or any one in need, of whom he learned, I never knew him to neglect to aid and assist them. His charities were multitudinous. Every effort to promote the religious life of the community had his sympathetic and practical support. He believed in clean government, in the strict administration of justice, and in the observance of the highest moral standards of society.

He had a great aptitude for gathering and using information. No one was ever more painstaking in that respect. He had a great influence upon the people of Massachusetts, upon the United States Senate, upon National Conventions and upon the public at large, because he had secured in advance accurate detailed information as to what the different elements were thinking about, what they wanted and what they did not want, so that in each instance he was better equipped than any one else to formulate plans which would meet the acceptance of the majority. His industry in this direction, as in all others, is beyond belief.

More people trusted him than any one else of whom I can think, because of his broad human sympathy. He seemed to have a fellow feeling for every one to such an extent that he could make their wants and desires his own. He had a broader comprehension of American life, reaching from the humblest fireside through all

the various activities of the business and political world, than any other man of his time. Of course many others excelled him in special directions and in details, but in the broad grasp of the whole he had no superior. He was a product of that intensive effort that has long characterized the men of prominence in his region, one of the best examples of American life on both its material and spiritual sides. The world is distinctly better because he lived in it.

CALVIN COOLIDGE.

From the *Springfield Republican*, October 3, 1920.

## THE INCOMPARABLE FRIEND

To the Editor of the *Republican:*

The stewardship of W. Murray Crane is completed, save as the good he did will live in so many lives. In the broadest sense he made himself his brother's keeper. Perpetually he was busied in vitally helpful work. Men of affairs and political leaders turned to him, those beset by business difficulties, and he sought out the unfortunate and widows and the fatherless, if they did not come to him. This giving of himself and the money he bestowed was the solitary side of his life, for not even those nearest to him were permitted to know the extent of such service. But how full as a consequence his career was of the things that enrich living!

That frail physique never seemed to know weariness, and in the will and wisdom to serve there was never the shadow of turning. He was like no other man. His clear sight and penetrating judgment never faltered or failed. It came to be the habit of innumerable men and women to turn to him for counsel and easement of mind and estate. In every single instance he lightened the load.

In the selfishness of our trouble and sorrow we too

much forgot the immensity of the strain we put upon him. In modest dignity and amazing efficiency he served us all, and never by sign or word exhibited impatience or weariness. Many men I have known, but no other one like Mr. Crane. This friend of his fellows was beloved beyond other men, and all without his seeming to realize the measure of it. Not alone in the region of his home, but in the state and far beyond its borders, he held his own incomparable place. The shadow of his death will fall upon a multitude no man can number, and in the hush of intensest feeling we shall realize the depth of our affection and respect.

To think of Mr. Crane as an invalid cut off from the fellowship he so keenly enjoyed would have been grievous indeed. That depressing experience has been spared to him and his friends, and it is better so. But how poignant the sorrow and how profound the sense of loss! A great host are united as we grieve for this friend who so simply and so wisely served his day and generation beyond the rest of us. He will always stand before our eyes as we knew him in services without number, for enduringly are all those pictures knit into all that we prize in human character. Joy in a beautiful memory must be our consolation now.

Solomon Bulkley Griffin.

Springfield, Massachusetts,
October 2, 1920.

# PREFACE

The expression of loss and regret following Mr. Crane's death, written for the *Republican*, came from the heart and went to other hearts. The estimate of him was perfectly understood and awakened endearing memories, when the personality and the life of Mr. Crane were an open book read by so many. But time carries us along so rapidly and effaces so much, that what we have experienced and apprehended must be set down, lest even the memory of it be lost. Things we of a given generation know and value must be made plain for those of another day who are to encounter in their turn the rushing absorptions of life.

The effort of this writing will be to convey to people having no touch with an extraordinary personality some of the traits and achievements which made Mr. Crane an outstanding and beloved figure of his time. One is daunted in facing a task so difficult, even when heartened by the inspiration coming out of long friendship. One of the least articulate of men on the personal side

when in moods of friendly communion, clothed in modesty as with armor, the extent to which Mr. Crane was indefatigable in deeds of service and in loyalty to worthy public interests, Berkshire and Massachusetts and the country came to understand.

His leadership, never proclaimed, was real and important. Wealth honorably acquired was made the handmaiden of a helpfulness ever wider reaching. And always surpassing was the simplicity of his brotherliness and stewardship that were never affected by dogma or cant. Quietly potent became his influence in citizenship and in politics, always instinctively directed by the shrewdest kind of Yankee insight and efficiency.

A MAN and BROTHER indeed!

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WINTHROP MURRAY CRANE

Born, April 23, 1853; died October 2, 1920
Leader in Fine Paper Manufacturing and Business
Lieutenant Governor, 1897, 1898, 1899
Governor, 1900, 1901, 1902
United States Senator, 1904 to 1913
Massachusetts Member Republican National Committee for twenty-four years

# W. MURRAY CRANE

## I

## GOOD FORTUNE OF BIRTH IN BERKSHIRE

Residents esteem it a distinction to have been born in the westernmost county of Massachusetts. The feeling of these highlanders was reflected by the late Major Charles N. Emerson of Pittsfield, in a long-ago Republican State Convention. The Major, of fine presence and address, sought the attention of the Chair.

"Name, sir," came sharply from the platform.

Roaring back, like thunder among the mountains, went this reply:

"Emerson, sir, from the grand old hills of Berkshire!"

Not until the era of automobiles, when Mr. Crane carried me in his car in one day over the whole of Berkshire County, did adequate realization of its attractions come. The challenging and manifold charms revealed by that ride touched the soul as not before. In other days, when getting about by carriage, railroad or trolley cars,

the hampering difficulties of locomotion interfered with the display of the picture as a whole. Before, it had been jarred like the early sputterings of the movies; now, perfect, reposeful and satisfying — from the bold natural features of the North; the placidity and often superior refinement of architecture and land cultivation in the central towns; to the southern ruggedness that passes on into Connecticut and New York — Berkshire was revealed as the region of most appealing beauty within Massachusetts. Hills and vales and waters were seen in combination more varied than hitherto realized, and all was so nobly laid out as to confound the puny landscape planning of man.

Insensibly has grown the practice of saying "the Berkshires", when there is only one Berkshire County. This seemed at first the aping of an English manner of speech. When, however, one regards "the Berkshires" as referring to the hills, with their undulating slopes and majestic heights that spill over into Franklin, Hampshire and Hampden counties and into two other States — justification is found. This was the differentiation made for me by Nathaniel Southgate Shaler, the beloved geologist of Harvard, when I long ago challenged "the Berkshires."

Berkshire is from the Saxon — *Bearoc-scire*,

forest shire — and the old English name was appropriately applied in Massachusetts.

In the center of the county, where the hills near and far surround Dalton, Winthrop Murray Crane was born on April 23, 1853, — and in that environment he lived, and died October 2, 1920. The environment he loved, though its rigors were none too friendly to him. The action and reaction of Berkshire upon Mr. Crane offers a study of many pleasant things.

Blessed was Berkshire of the fifties at the time of Mr. Crane's birth, in its family traditions, and old families were still most of them worthily represented in the life of the locality. Many were the people of attractive quality living in the central, northern and southern parts of the county. The refinements of life were cherished. Much of the old leadership and deference was retained by clergymen — Reverend Doctors John Todd of Pittsfield, Nahum Gale of Lee and others. Pomeroy, Colt, Plunkett, Barker, Larned, Kellogg, West were prominent names in Pittsfield. In Lenox, then the county seat, were Walker, Sedgwick, Bishop, Tucker and other families of long standing. Stockbridge, with which the Hopkins, Field and Dwight names are associated, furnished three of the four members of the first class graduated from Williams College. Lenox provided

the fourth young man. A lady of my generation quoted her mother as saying that in her youth — which was contemporary with that of my mother — there were over a score of young people of Bulkley ancestry who enlivened the social activities of Williamstown, where the Hopkins, Whitman, Sabin, Dewey and Danforth families were leaders.

Scattered from Williamstown on the north, to Sheffield on the south, was a citizenry out of which came men and women who were to lend luster to the region of their nativity, and to cherish pride in their origin.

Berkshire has always possessed a literary atmosphere, and this was brilliantly illustrated in the fifties by the writings of sojourners rather than natives. Nathaniel Hawthorne living in Lenox, seemed to belong to Berkshire. J. E. A. Smith, editor of the *Pittsfield Eagle* in that olden time, whose patiently compiled "History of Pittsfield" is his enviable memorial, threw a revealing light for me on the seemingly austere author of "The Scarlet Letter." When the editor, in pursuance of what he deemed a laudable purpose to provide only instructive reading for his patrons, dropped the story from his paper one week, Mr. Hawthorne was first to appear at the office with a vigorous protest. So fiction was reëstablished in

the *Eagle*. If so famous a writer found value in the story feature, could a country editor presume to stand against him? Mr. Smith wisely thought not.

William Cullen Bryant early entered — at Williams College and Great Barrington — the list of people who found inspiration in Berkshire. Henry W. Longfellow and Doctor Oliver Wendell Holmes wrote in their summer homes in Pittsfield. Herman Melville, brilliant forerunner of accurate writers about the sea, also lived in Pittsfield, the home of relatives. Time is bringing to Melville's writings the recognition they merit. Catharine Sedgwick, a respected but forgotten figure, reflected the Berkshire atmosphere in placid fiction. Frances Anne Kemble, captivating English actress and writer in a period now ancient, had a home in Lenox and entertained and occasionally startled her neighbors. At the north of the county in Williamstown, Mark Hopkins was teaching and writing; and at the other end, in Sheffield, F. A. P. Barnard, president of Columbia College, and Reverend Doctor Orville Dewey, Unitarian leader, were writers nationally known.

Breadth was contributed to the life of Berkshire by eminent judges and lawyers, most of whom, like the late Marshall Wilcox of Pittsfield, reverenced law as the exponent of justice. Edu-

cation played its large part in influencing the character of the people inhabiting the region over which Greylock towers. But less has been written in celebration of the county's industrial life, mostly sound in its framework and output, whose policies have been, upon the whole, directed with more than the ordinary intelligence and humanity in dealing with the difficult relationship of employers and employed.

Berkshire, in short, represented in favorable aspects life as we of old New England learned it. High-minded and earnest people found their places. The teaching from those days of the fathers is as manifest as in all the long story of human struggles. Any man or woman, anywhere, can find helpful work to do. It waits for the workers. Those who accept opportunity at hand in the right spirit are in line for high service, whether the results appear to onlookers humble or great. To adapt one's self to surroundings; to be of good repute, and willing to serve and to seek service — along this line have walked "the spirits of just men made perfect." And every calling claimed some of them in Berkshire as elsewhere.

## II

## BUSINESS THAT CLAIMED HIM

It is to be doubted whether more honorable record in manufacturing has been made by any family in the United States than is to be credited to the Cranes of Dalton. They were sensible, God-fearing and generous folk, modest, industrious and fair dealing, whose progress was steady but never spectacular. Let us see how their situation had developed up to the time of W. Murray Crane and his cherished elder brother, Zenas. There was an ancestral manufacturing aristocracy in Berkshire, as in other lines of endeavor, and where occasionally such inheritances are creditably perpetuated, occasion for satisfaction follows.

Murray Crane made mighty little of this sort of thing, but it constituted his background. The Cranes were Massachusetts people. The immigrant ancestor, Henry, was settled as early as 1654 in the part of Dorchester which was to be incorporated in 1662 as the town of Milton. Then the family line runs through Stephen of Milton, Benjamin of Braintree, Stephen of Canton, Zenas

of Canton and Dalton and Zenas Marshall of Dalton, father of the brothers Zenas and Winthrop Murray Crane. Through their maternal grandmother, the brothers were allied in ancestry with Charles Chauncey, the second president of Harvard, and with Reverend Daniel Brewer, who began in 1694 his pastorate of forty years over the First Congregational Church of Springfield.

Their grandfather, Zenas Crane, at twenty-two years began to forecast the future for his descendants. He had learned paper manufacturing in a mill operated by his brother in Newton, and in the mill of General Burbank in Worcester, and in 1799 sought favorable location for the first paper mill to be erected west of the Connecticut River. A fortunate site he found in Dalton, where water adapted to the product was available, and in 1801 building operations were begun. For the practical sense of its appeal, modern publicity agents might profitably study the advertisement which the projectors of this enterprise placed in the *Pittsfield Sun*, as follows:

Americans!
Encourage your own Manufactures
and they will improve.
Ladies, Save your Rags!

As the subscribers have it in contemplation to erect a Paper mill in Dalton, the ensuing Spring,

and the business being very beneficial to the community at large, they flatter themselves that every woman who has the good of her country, and the interest of her family at heart will patronize them, by Saving her Rags, and sending them to their manufactory, or the nearest storekeeper — For which the subscribers will give a generous price.

Henry Wiswall
Zenas Crane
John Willard

Worcester, Feb. 8th, 1801.

This announcement is of interest as indicating the source of the rag supply of that time. Few rags were brought from abroad, and there were available no cuttings from shirt factories and other industries at home, as now. The hand-woven linen of the period furnished the best kind of stock, though of limited quantity. It is likely that storekeepers — we like that old-fashioned designation — accepted rags for goods, knowing their ready salability. Many of us remember the later time when tin peddlers made household rags the currency of their business. Attractive personalities had many of these itinerants, vastly to be preferred above the rag and junk gatherers of our time. Many a prosperous citizen of New England looked back with pride to the start he got through the opportunity afforded by the tin peddler's high

and rattling chariot, which children found so imposing and delightful in those simpler days.

I am reminded of what might have been a modern instance of tin peddling in this region. Not long before his death Eugene Field plotted with Edward S. Brewer of Springfield (not Mr. Crane's cousin) to procure a typical old cart, stock it with tinware, and drive on a trading trip through rural districts of New England. In this way Field sought vantage point for studying country characters, and Mr. Brewer to have the time of his life on the high seat — and mayhap to pick up treasures of old furniture, in which he was versed.

The progress of paper manufacturing in Dalton presents in epitome the growth of that industry along its fine lines. It began with the early hand work; proceeded to the cylinder machine produced by John Ames of Springfield and used by the pioneer Crane in 1831; and then were employed the Fourdrinier machines, which first came to Berkshire in 1848. The original Crane mill produced not only writing paper, foolscap and folio, but as well paper for books and newspapers; the *Pittsfield Sun* obtained some of its supply of paper in Dalton, and enduring are newspaper files printed upon it.

In 1842, three years before his death, Zenas Crane gave over his business to his eldest sons,

Zenas Marshall and James B. Crane. In 1842, also, the Boston and Albany Railroad was opened, which brought a new day to manufacturing in Berkshire, as all along its line. The business of the Cranes grew and their output widened. Not only did they produce fine writing papers, but also made paper for bank notes. Bills of State banks — and of some foreign governments — were printed on Crane paper before the Federal Government took control of the issue of all our currency through the national banking system.

When Zenas Marshall Crane died in 1887, and James B. Crane in 1891, conduct of the business passed to Zenas and W. M. Crane, sons of Z. M. Crane, and Frederick G. Crane, son of J. B. Crane. The plant grew to four mills in Dalton and one in Westfield. These three men, in turn, having done their work, lie with their fathers in the Dalton cemetery.

Zenas and Murray Crane worked in concord during their associated business careers. Each developed his own path, and one supplemented the other. Both made their mark in Berkshire County, and left memorials, visible as well as invisible, that perpetuate memories of service. To Zenas Crane the people of the county are indebted for the building which houses the Museum of Natural History and Art in Pittsfield, and for the

choicest things in it. Mr. Crane also gave the building for the Boys' Club in Pittsfield, where boys from Dalton are insured equal privileges. In many generous ways Zenas Crane assisted good causes, national as well as local. It early became the family habit.

Zenas Crane, like his grandfather and father, sat for two years in the Executive Council. The grandfather served under Governor Edward Everett, the father under Governor John A. Andrew, and the son under Governor George D. Robinson. This was the only public office Zenas Crane cared for.

When I visited W. Murray Crane back over the years, he made it part of the program to see both his brother and his mother. This became a pleasant matter of course. There was satisfaction at such times, in lingering behind my host to tell his mother how much finer her son was, as men saw him, than she could begin to realize — a possibility always promptly and smilingly repudiated. Her appreciation of fun became Murray's rich endowment. Never had mother a more devoted son.

## III

## SCHOOLING AND INITIATION IN BUSINESS

Murray Crane's training in books beyond the Dalton schools was gained at Wilbraham Academy and Williston Seminary in Easthampton. He did not remain long at Wilbraham. Parents are accustomed to account their children fortunate who can find harborage with relatives when going to academy or college. That view is natural enough, but boys alive to the possibilities offered by these institutions regard the situation differently. They desire to be free from handicaps. So it was with young Crane, whose life testified to great regard for family ties — in their place. He was not altogether happy when boarding with relatives, and persuaded his father to let him change to Williston. There he was better placed. He was a high-spirited boy, and no doubt profited by his school days, but so far as our intercourse disclosed, he did not linger in fond memory upon that part of his life. A chapter, pleasant enough, had been closed and well-nigh forgotten.

I like to dwell on one picture of this lad given by Arthur H. Masten, a lawyer of high standing in New York City. Masten had been longer at the school than Crane, and told of a winter vacation when the boys, speeding westward, were enjoying high fellowship and some forbidden stimulation. Out of the train at Dalton, where the fine Crane equipage waited, sprang a flushed and happy youth, and the boy of longer experience wondered whether the parents might not mistakenly imagine that Williston Seminary had put their boy upon the downward path. Murray Crane, however, was in no danger then or afterward. He had sound sense. Along with this went kindly charity that prohibited harsh judgments short of the clearest necessity for them. He was fair-minded and fair-dealing, and no Pharisee. He was too slight of build for athletic triumphs, for which indeed there was little scope when athletics were not organized and glorified as now. Perhaps the old style sports, in which all could have part, served just as good a purpose. He was not bookish in his tastes, and there is nothing to indicate that he was outstanding in scholarship. But we may be sure that he had then, as more fully afterward, keen understanding in human relationships.

Manufacturers and business men generally of

that period — like the Cranes of Dalton and General W. C. Plunkett of Adams — regarded a college course, admittedly desirable for boys looking toward the professions, as unnecessary in preparation for business, if not undesirable. The sooner a boy, after some fundamental schooling, got into harness, the better. Contact would teach him practical essentials college professors were believed to know nothing about. Whether Murray Crane ever thought of college for himself, I do not know, but he and the Plunkett boys, William B. and Charles T., entered manufacturing by the old straight road. How we coveted Will Plunkett for the Williams College nine of my day! But his father would not consent even to a partial college alliance, through what was then called, perhaps with unconscious irony, "a university course."

My intimacy with Murray Crane was to be reserved until both of us had become enmeshed in the work of life. Experience is the great teacher, of course, but nowadays manufacturers look upon college training as experience worth having. Murray Crane took satisfaction in sending his boy over that road. Because the father thought Williamstown too near Dalton for the best results, Winthrop Crane was sent to Yale instead of to Williams, in which Murray Crane

always had a friendly interest. This became more direct after he consented to serve on the board of trustees in 1913, where he remained until his death in 1920. President Eliot made repeated efforts to get Governor Crane on the Harvard governing board, but the urgency of the nearer institution in the end prevailed — for that is the Berkshire spirit.

Murray Crane returned to Dalton in 1870 when seventeen years old, for a thorough course in paper making. This extended from sweeping the floors and working in the rag room to the production of the finished product and the marketing of it. He learned both how to make goods and how to sell them — that circle which capable manufacturers rounded in that time as some of them do now. His heart being in the job, he was never aloof from it, or from the people he worked with. In sickness as in health he was sympathetic with them, and disturbed his family not a little in those beginnings of his business life by going in helpfulness to the abode of the sick where contagion was feared by others. That was before the day of trained nurses, and men watchers spent nights in the sickroom. Young Crane took his turn at that. He learned conditions of operation in the mill and how the human element was related to them. It was good schooling for life, and entered

richly into the making of the man who was to be regardful of his obligations as a steward of wealth.

After he had mastered the Dalton environment young Crane went "on the road" for the family papers. His father and uncle kept the guiding hand. So began the training outside the home office that was to make him one of the best known business men of the country. Never a thought had he then, or for many years afterward, that he was to be led into public life and conspicuous service of the State and Nation. It is this lurking of unexpected possibilities that gives to life its unspeakable charm as youth fronts the morning.

## IV

## OUTSTANDING SELLING ACCOMPLISHMENTS

Murray Crane was not long in affording evidence that he possessed initiative, and that rarer capacity, the ability to push things to successful results. There was opportunity for such demonstration after the Civil War. Following the activity and expansion which the War and inflation had brought to paper manufacturers, came a period of recession which culminated in the panic conditions of 1873. Mills were for years to experience keen rivalry in getting business. Resourcefulness exhibited at this time gave Zenas Marshall Crane and James Brewer Crane occasion to respect the young salesman who had been mill superintendent.

He secured a contract from the Winchester Arms Company of New Haven on which one mill was largely run in 1875. It was for making paper to be used in cartridges called for by a large order from the Turkish Government. The demand was for something out of the ordinary lines, and

Murray Crane made the paper to meet the conditions. By experimenting he found that a certain type of paper would yield the minimum of ash, and it was on the strength of this that the order was obtained. This paper was cut in a peculiar shape, about three inches long, and was used by the Winchester people to wrap around the end of the bullet as a packing when inserting this bullet into the cartridge; and the desire was to have it consumed as thoroughly as possible when the gun was discharged.

Mr. Crane used to tell about cutting out these papers with a steel die and mallet on a large wooden block, and a number of the men labored with him evenings at this task in addition to their regular work. Frank W. Anderson, who became dean of the New York paper jobbers, intimate with Mr. Crane from boyhood, a frequent visitor in Dalton, went to the mill many evenings when that contract was on to sit while Murray wielded mallet and die.

It was in 1879 that Crane and Company began to make the paper on which government securities are printed. Dramatic elements entered into the procurement of that contract. The idea of entering this field was Murray's, and father and uncle were persuaded to let him try. Their consent secured, other difficulties arose incident to the

challenge of an established régime stoutly supported by influential backers in Congress.

John Sherman, then in the fullness of his powers, was Secretary of the Treasury under President Hayes. He had effected the resumption of specie payments, and was engaged in increasing the efficiency of his department. This was a factor favorable to Crane, who rested his case on business grounds. Readers who lived in that period will remember to what an extent contracts went by favor during the Civil War and long after. Dining and wining and "influence" availed much then, where now they have no part.

The steps through which the Berkshire youth won the contract make a stirring story that friends urged Mr. Crane to write out. This he failed to do — and how many other men busy with present affairs, resemble him in such neglect. Only the written word — prepared by somebody — avails for history. A few men, like Theodore Roosevelt, attend to the writing of their own story — and the advantages of that method are obvious. Things are put as the writer wishes them to appear, and as historians are more than likely to accept them. Mr. Taft was as helpless as a babe beside Roosevelt's forehandedness with history.

Since 1869, J. M. Wilcox and Company of Philadelphia had been making the banknote paper in

which jute fiber was introduced. This was a safeguard against counterfeiting, but the paper was liable to roughen with use and blot when bills were signed. The price paid seems to have been very high, judging by the fact that in 1871, after an investigation by the Treasury Department, reduction was made to seventy-five cents a pound. In 1873, after another inquiry, the price was made seventy cents. In 1877 Secretary Sherman deemed this price too high and terminated the contract. In 1878 he offered to resume relations with the Philadelphia manufacturers, if an agreement could be reached regarding price. The department sought data on the cost of production, but this was refused.

Secretary Sherman opened the door to a different order in 1879, when he advertised "soliciting proposals for furnishing a distinctive paper for the use of the Department." The proposals received were submitted to a committee of department officials, consisting of John J. Knox, James Gilfillan, O. H. Irish, W. Morgan and A. L. Sturtevant. These were choice men, two of whom I came to know soon after. Mr. Gilfillan, later Treasurer of the United States, was a college classmate of James A. Garfield, and I saw him on the day of Garfield's inauguration in 1881, when the President received the men of Williams in the

White House and Mark Hopkins led them. Mr. Sturtevant, long head of the stationery division in the Treasury, was Springfield born and a lover of New England and its people. Various paper manufacturers were asked to bid by the Treasury Department including the old contractors. Wilcox and Company declined to bid on the samples, but offered to furnish their localized fiber paper at $61\frac{4}{10}$ cents per pound. This diversion availed them nothing and they later bid like the rest.

Treasury officials had originally sought a paper in which silk threads should be introduced in the process of manufacture, but accepted instead the jute fiber from J. M. Wilcox and Company. Now there was a return to the original thought. It is of historical interest that Crane and Company, some forty years before this time, had produced what they called a "threaded paper" which was used for a time for notes of State banks. The silk threads had been introduced according to the denomination of the bill, the number of them equalling the dollars represented. This paper was sold to bank-note companies, but had passed out of demand.

When this paper was first made in Dalton a patent was applied for, but had been refused on the ground that similar paper had been employed by the English Government for stamped envelopes.

Many years afterward, however, Henry Hayward secured a patent on such paper. The patent had now expired, but he claimed to possess an important secret process of manufacture and was a bidder at this time when the government sought a paper the use of which should be confined entirely to the notes, bonds and other obligations of the government.

The response to Secretary Sherman's call for bids was as follows:

J. M. Wilcox and Co. on May 15 entered a bid of $61\frac{4}{10}$; or $55\frac{5}{10}$ for their localized jute fiber. The same date Crane and Co. entered a bid of 40. May 24 W. E. Hudson and the Hurlburt manufacturing company of North Manchester, Ct. bid $39\frac{3}{4}$. May 26 Henry Hayward of New York bid 45. Crane and Co. entered a second bid of $38\frac{9}{10}$ May 27, and so were entitled to the contract.

Excitement which had prevailed among the participants was intensified when the above figures were made known. To an extent no longer seen in seeking government contracts, men who claimed to have influence in Washington, or a special process, sought to ally themselves — for a consideration — with the bidders. The interest of members of Congress was legitimately enlisted in behalf of constituents. Now the young man who played a lone hand had won. Pennsylvania

influence at that time was strong, and other contestants were bitter. The House Committee on Banking and Currency were enlisted to the extent of calling on the Treasury Department to explain why the former contractor had been given up, and the terms and advantages, if any, of this new departure.

Secretary Sherman made an extended reply, setting forth the steps he had taken, and showing that the government was to secure more desirable paper at a reduction of $22\frac{1}{2}$ cents per pound, when compared with the lowest price named by the former manufacturers and a reduction of more than 31 cents from the price paid when the contract of Wilcox and Company was terminated. Other manufacturers allied with the Hayward method challenged the winning bid of Crane and Company as irregular and inadmissible. The Department maintained the validity of the bid, pointing out that opportunity for a second offering had been open to all the bidders up to the hour fixed for closing the entries.

Mr. Crane had been for many weeks engaged in this business, and it was wearisome work. Mr. Anderson recalls how the two sat in one of the parks evenings and talked over progress — or, as it often seemed, want of progress. Mr. Crane slowly made up his mind to the desirability of

making another bid, and secured authority from home to do this. He resolved to file the revised bid at the last moment. He was closely watched, though all concerned at that stage kept on cordial terms.

So came the last day for bidding, which was to close at the hour of noon. That morning there was an excess of cordiality. Representatives of rival bidders crowded Mr. Crane's room at the now departed Riggs House, which was not far from the Treasury Department. George D. Robinson, then representative from the Berkshire-Hampden district, lived at that hotel, and had been helpful to Mr. Crane. Eleven o'clock arrived, and still what amounted to a blockade was more closely maintained. Finally Mr. Crane, who had the bid in his pocket, excused himself for a moment, went downstairs without hat or overcoat, and thence ran to the Treasury Department. It was nearing noon when he arrived, asked whether another bid would be received and was assured that he was in time.

When the too attentive paper men later learned of this hurried sprint to the stationery division, there was stir and chagrin. The right of making such a second and late entry was bitterly challenged, but without avail, as we know. The older heads had been outgeneraled by one who had

seemed to them still boyish. To deepen this impression of youth and inexperience, Mr. Crane appeared without counsel at the Department hearings which followed, where his opponents were represented by important lawyers. With full knowledge of the business, a clear conscience and a good case, this policy availed.

After the battle in Washington, more prosaic things remained to be done. While Zenas M. Crane had made a "threaded paper" back in the forties, the adaptation of the idea to present government requirements was a much more complicated and delicate matter. W. Murray Crane had to work out on the machine the conditions of that contract. The father gave him the old mill, with such equipment as it possessed, and said that must suffice. The young man isolated himself there with his superintendent and friend, William S. Warren, and spent weeks in mastering and perfecting his job. For the years since 1879 the results achieved then and later have sufficed to meet all demands of the government.

Such was Mr. Crane's start in the paper trade, in which the years made him the figure most looked up to and trusted. In all the widened scope of his after life, through public honors and association with other lines of business, nothing entered to lessen or slight his relations with the

writing paper industry and those concerned with it.

But Mr. Crane's fortune, large for his vicinage, did not come chiefly through inheritance or the paper business. He was never a buyer of stocks to sell on a rising market. He made his own money, and it was gained through participation in productive industry. Where he became interested, he gave thought and oversight to promoting proper business methods and conditions. This watchfulness served the many who sought his aid in conserving small properties inherited or earned. In the multitude of such cases, he was not only helpful for the moment, but attentive thereafter. Nothing speculative entered into any investing through him; and where, as in instances not a few, he discovered that friends had been persuaded to leave the zone of safety, they were saved from their own poor judgment. For family and neighbors and friends — for so many who had small claim on him — he exercised continuing care.

He was not of those who administer "absent treatment" in business matters. Days of each week were given to sojourns in New York. Boston was included in his circuit, but more often it was public business that took him there. His mind was engaged with affairs of many kinds in which his judgments were welcomed. But he

was chiefly directly enlisted with the American Telephone and Telegraph Company, the Otis Elevator Company and latterly the Hoosac Cotton Company. He gave time to the direction of each of these. So many people had invested in telephone securities because of him that Mr. Crane felt responsibility for the conduct of the parent company. How steadily his strong leadership was felt there is known to many. Out of these companies, largely because of his patience and confidence, material returns came to him. And in no business relationship of his did sharp practices enter to taint money honorably accumulated.

## V

## FRIEND UNFAILING SAVED A CITY

"Do you know the coming young man in Berkshire?"

"Tell me."

"It is Murray Crane. He is remarkably able, and a great manager, with a big heart."

The speaker was Jarvis N. Dunham, who became president of the Springfield Fire and Marine Insurance Company in 1880. Mr. Dunham was born in Berkshire, practiced law in Pittsfield and had studied in the office of Judge Daniel N. Dewey in Williamstown. This background made him a frequent evening caller at my office. Mr. Dunham had been counsel for Crane and Company, and of the growth of young Crane knew much.

He told me this story: A poor widow in Dalton, with a large family, lost her cow, on which they were dependent. She prayed God to come to her rescue. Mr. Crane did not know of the prayer, but did learn of her loss. Calling his right-hand man, Henry Barton, he directed him to go to the Allen farm in Pittsfield, buy the best milker there,

return to Dalton after dark, tie the cow in the widow's yard and tell nobody. When the widow awoke next morning there was the answer to her petition; and to God she gave thanks.

That was the first disclosure to me of the tender heart Murray Crane cloaked with reticence all his days. Many, many were the cases akin to that of the Dalton widow, often involving matters of large importance. Some of them I learned by chance, and others were revealed in such confidence as prohibits the telling. All exhibited feeling delicately attuned to human distress. In sickness or trouble Murray Crane seemed to wing his way to friends.

His helpfulness came like the peace of God to distressed men and women, and seemed as unfailing. Illuminating is the incident of the woman whose minister told her to "trust in God" — to which she replied that she would "rather trust in Murray Crane."

He commissioned me and other close friends to serve him now and then. There are so many worthy people beset by special difficulties, and those distrait because members of the family have gone wrong. Organized relief agencies, in the nature of the case, fail to discover much of such need. Mr. Crane was singularly clear of sight and thought. His remarkable business sense

dictated measures of relief that almost unfailingly proved remedial. He did not undermine self-respect, but inspired and strengthened it.

This was the side of his life of which those nearest to him had least definite knowledge. In general his temper and spirit came to be understood, however, and men and women — what a procession of them! — trod the well-worn paths to his office and his home. His telephone was forever ringing. Messages of business and of politics were coming, but they did not have precedence over those of friendship and of appeal. All day and all the evening was heard the sound of the bell. People in Washington, New York, Boston called — messages it seemed from everywhere — each person at the 'phone proceeding as if Mr. Crane's time were his own. Unfailing his patience; clear his crisp, calmly given responses, covering problems in governmental matters, the interests of the Telephone management and of other great business interests — all of these sappers of his vitality — accorded thoughtful consideration.

Superbly full was this life of the joy service brings. For how many he cleared a path out of thickets of distress! It might be the son of a public official gone wrong; the missing money was replaced, and the authorities persuaded to allow the youth to be sent to other surroundings

where he could get a new start and make good — as he did.

Or the brilliant young lawyer, overzealous and ambitious to assist a big client, employing methods that brought him into serious difficulty with the court, who was gotten out of his trouble, and opportunity kept for high professional success.

Or the discouraged woman, struggling with a mortgaged farm, who, when foreclosure and want impended, wrote a confidential letter to the newspaper that had been as a Bible in the family; and so was brought about help from one unknown to her — for Mr. Crane would have it so.

Picturesque and representative was the instance of the farmer with a growing family in a hill town, who had bought a home with land around a pond. He had many obligations to meet, and the second year after establishing himself, while cutting ice on the pond and using his two pairs of horses, the ice broke and the animals were drowned. Black was his outlook then. Friends in the near-by village started a fund to help this worthy citizen but though the good will was abundant the resources were very limited. In some way Mr. Crane learned of this situation, and sent by a representative money sufficient to buy other horses, with a jolly message to the effect that it was a pleasure to assist any Democrat who had been

able to survive in that Republican environment. Mr. Crane seemed embarassed and not half pleased when the four horses were driven to Dalton for his inspection. The farmer thereafter spoke of Mr. Crane as "my best friend", but not until death claimed that friend was he free to make known how salvation had been brought to him and his family.

And let me say in passing how often — how very often — have men and women in conversation called Mr. Crane "my best friend." What an army of them he had and how steadily the roll increased. Upon gracious deeds these intimate contacts rested — through patient helpfulness and not by the agency of easily spoken friendly words. With what amazing prodigality he gave himself.

In every such instance — and examples might be multiplied indefinitely — there was verification of the facts by a confidential agent, if not personally. An infinitude of grinding, personal troubles came before Mr. Crane, and he made them his own.

And the struggling churches, educational institutions and charitable undertakings, near and far, that were given lifts when their need seemed sorest! It was all very methodically done.

The boys and girls assisted to an education, how many? Some of them took the help too much

as a matter of course. But many others, we may be sure, will lend a helping hand in their time of ability to do this. He kept the poise of his faith in people. But if any unworthy persons seemed to impose upon his good will, be sure he knew it.

Much money was laid out in all this service, but greater than that was the expenditure of strength. Such giving drains the vital forces. Never on his part was there apparent any thought of that. Those who poured their troubles into his willing ears thought too little of what they were imposing, and too much of the relief that came to them. Sense of how blind they had been came too late to many an individual whose gratitude seemed a poor thing when Mr. Crane died. Belated the awakening and very saddening.

Beyond these were men engulfed in business difficulties, who received the soundest advice and financial assistance, and were made to take the wise way out. So human lives and business stability were conserved in the simplicity of good will toward men, women and children.

No more striking example came to my knowledge than the unselfish and masterly way in which Mr. Crane went to the rescue of Albert C. Houghton of North Adams, when he had brought himself into dire straits. Mr. Houghton was at the head of the Arnold Print Works, the chief industry of a

thriving city. Its disruption would have overwhelmed the place. Statements made of the business, for which great sums were borrowed, failed to satisfy bankers in Boston and New York. Much irritation followed, and this deepened into the purpose to call the loans and take the consequences.

Mr. Crane was in Washington serving as senator when Mr. Houghton appealed for his aid. It was the resort of desperation. Informing himself of the facts, Mr. Crane gathered the bankers into a conference in New York. It was a situation difficult of solution. The senator was told by the financiers that nothing could be done. But he was as insistent on the other side, telling the bankers that their plan would precipitate the ruin of a city in his native county, and this could not be permitted. It became a battle of wills. Slowly the purpose of the mediator prevailed. The deadlock ended when Mr. Crane was told that if he would personally take hold of the matter, reorganize the affairs of the company and guarantee a favorable outcome, the bankers would give in.

At that point Mr. Crane telephoned to George P. Lawrence, the idol of his townsmen, directing the congressman to go on the streets, tell the influential men of North Adams that the situation could and would be saved — and to keep on the

job all day. No more welcome news was ever received in that city; nor could the herald of it have been improved upon. One can visualize the genial George, with his breezy way and booming voice, proclaiming the glad tidings out of a rejoicing heart. He too, of dear memory, has passed on with Mr. Crane and Mr. Houghton. The latter said to a friend regarding that matter, "If it had not been for Murray Crane, I should have gone to the poorhouse."

The hardest part of Mr. Crane's task remained. Realize, as men of business must, what it meant to add this work to all he must do in Washington and at home, — and make no account of the labor involved in carrying the troubles of so many people. The wonder is that, so situated, his strength availed so long. Through friendship, William M. Butler, Mr. Lodge's successor in the United States Senate, was persuaded to take over one cotton manufacturing unit of the big North Adams plant which was employing thousands of people. It is now the Hoosac Cotton Company. Mr. Crane's own money was invested as the need arose. The outlying mills, at Williamstown and Pownal, Vermont, William B. Plunkett was persuaded to buy for his company. So was the Arnold Print Works rehabilitated. All this, so easily told, was difficult of accomplishment and only slowly brought

about. The persuasion and adjustment rested on Mr. Crane. Through confidence in him, the help of strong men was enlisted. Large sums were paid to others in the process, but Mr. Crane refused any compensation. He preferred to regard his part as a service rendered in behalf of the public welfare.

## VI

## FIRST STEPS IN THE PATH OF POLITICS

Attention to the obligations of citizenship was with Mr. Crane a matter of course. Community interests must be looked after, and he should do his part. Having the instinct for leadership, his place grew steadily, not by desire or insistence, but again as a matter of course. He was attentive to the affairs of town and county, and while in a general way regardful of state and national politics, his activity outside the local field was of slower growth.

It is proper to date the beginning of Mr. Crane's public life and wider development from attendance upon the Republican National Convention of 1892. It was held in Minneapolis, and he was one of the four Massachusetts delegates at large, and represented the western portion of the State. This was not only Mr. Crane's introduction to a national convention, but the beginning of his intimate acquaintance with large politics, State and national. Already he was an intensely busy man. The grievous loss of his wife in 1884 had driven

him more and more into business. He was without the capacity to relax and invite the repose of idleness. Incessant was the urge to be doing something. He now confronted a new experience, where lay a field of activity that would not only divert him, but invited to ampler usefulness.

During the journey of the delegation to the lovely Minnesota city, I took interest in seeing how quickly and fully this new personality from Berkshire adapted himself to the environment. He found something in common with almost every member of the delegation, and before the end of the journey all were his friends. Proof of that was to appear with exceptional promptness.

William W. Crapo of New Bedford, one of the elder statesmen and member of the national committee, proposed to retire from that office, and his successor was to be chosen in Minneapolis. It was something out of the ordinary to find the delegates turning with unanimity to Mr. Crane, hitherto little known. He was at first quite unresponsive, but in the end credited me with having "put him into politics."

Jesse Gove of Boston, clever politician, noting an intimacy, begged me to help the delegates persuade Mr. Crane to accept Mr. Crapo's place. I told Mr. Gove the plan was admirable, but that if my friend desired advice, he certainly would

ask for it. Next day, by Mr. Crane's request, I spent most of the morning in his stateroom, and when we emerged he had consented to accept the opportunity that was to embrace service of more than a score of years on the committee and lead to important results. He did not remain on the national committee while governor, but was called back to it upon leaving the executive office.

What a man achieves through membership in the national committee of a political party depends upon the person and the atmosphere of the State from which he comes. This last element affects his motives and conduct, for States differ in political ideals. He may become a boss of greater or lesser magnitude, whose chief interest in the position lies in obtaining federal offices — popularly known as patronage — with which to increase his political prestige. Or he may make such committee place a coign of vantage for building up a leadership which will assist his party in the formulation of sound policies. In either case the committeeman must be active in raising funds for the support of his party in campaigns. He must also be the link between the national committee and the State committee.

Membership in a national committee is coveted, and may be made to mean a great deal. Organization there must be in politics, as in the other

important affairs of life, and leadership — bossism, if you please to call it so, though the leadership be without evil flavor. The thing to be sought is efficient organization and the right kind of leading. Reformers have to be organized and led, like the rest of us, if results are to be obtained; and the moral — of broad application — is: Get the right kind of a boss in each given case, whatever the business in hand.

What came out of Mr. Crane's service on the national committee, and his political life later, was succinctly summarized by the late Samuel W. McCall, member of Congress for a score of years, governor, and student of politics. He wrote in the *American Political Science Review* of August, 1923:

> Crane never made speeches, but he attained the proportions of a leader on account of his sure judgment, his ceaseless activity, and his rapidity of action. He kept a steady control of the machinery of his party and, if he could be called a boss at all, he was an easy one. He never punished independence but tried to keep everyone in line. He did not treat his party as a personal perquisite existing for his own advancement with the offices for his own personal baggage and henchman.

It will be conceded that Governor McCall's differentiation was shrewdly weighed.

Just where the idea of making Mr. Crane lieutenant governor originated in 1896 — four years after he went on the national committee — I do not know. That it was not conceived by him I do know. He was persuaded to consider the suggestion, and a committee to promote it was formed in Pittsfield in April. The first important manifestation of the candidacy appeared on a banner at North Adams two months later, when the Republican delegation from Massachusetts passed through that city en route for the convention in St. Louis. Clinton Q. Richmond and other local men deemed it fitting to meet the train with a band and welcoming assemblage and in their front rank was this call for the nomination of Murray Crane. Mr. Lodge thanked the people of North Adams, but the thing which abided with the delegates was the Crane suggestion and there was favorable talk about it.

Mr. Crane meanwhile was in St. Louis preparing for the convention. An early incident further commended him to the delegation. The management of the hotel where the Bay State men had quarters objected to the presence of a Negro among them. Mr. Crane controlled the situation by saying the person singled out was a gentleman, respected by his associates, and that his withdrawal would be followed by the retirement of the

entire delegation — an outcome desired by nobody. The incident was reminiscent of the days before the Civil War when Mr. Crane's father had been one of the conspicuous abolitionists of Berkshire County. The episode was widely commented upon, and the exploitation was distasteful to Mr. Crane. He complained that undue importance had been attached to his part in a matter so easily disposed of.

Mr. Crane's intuitive mastery of political problems made him important on the national committee from his start there. He was found to be not only keenly observant, but trustworthy, and national leaders accepted his opinions before many people at home got his measure. Several times he was urged to take the chairmanship. New England Republicans in 1896 warmly espoused the candidacy of Thomas B. Reed, masterful Speaker of the national House of Representatives and imposing political figure of his period. Tom Reed had towered in tariff debates during all his congressional life; he had fought for sound money all the way; he could bring positive leadership to bear upon the issues before the country.

Mr. Reed, not on the ground, relied much on Mr. Crane during the St. Louis convention. Straightforward men both, they held in disrespect methods by which Mark Hanna had invaded New

England and broken its solidarity through the defection of Senator Proctor. The departure of Vermont visualized the frustration of New England's hopes. Henry Cabot Lodge made the nominating speech for Reed. How epochal was the issue between McKinley and Reed did not then so clearly appear. Time has shown that the determination of war or peace was in it. The fiber of the two men makes it presumptively certain to one knowing them both that, had Reed been made President, the United States would not have been permitted to drift into war with Spain.

Enough general appreciation of Mr. Crane's adaptation for public service had come to make the suggestion of nominating him for lieutenant governor in 1896 welcome where he was known. It appealed to men who had served with him in two national conventions. Business men approved, and citizens of Berkshire and the three other western counties were enthusiastic. The campaign in his behalf organized itself, with influential Democrats like James W. Hull of Pittsfield asking Republican friends in rural towns to take hold. Crane's opponent was Colonel Samuel E. Winslow of Worcester, and there was a sharp fight in the State Convention whose outcome brought wider knowledge of the Berkshire man's

exceptional and growing personal following. Mr. Crane was rather half-hearted about the business, and soon after he had been sworn in with Governor Roger Wolcott, said to a friend that he did not believe he was going to like the job. How little we can read of the future. In later years Crane and Winslow were to serve together in Congress, Mr. Crane in the Senate and Mr. Winslow as a hard-working and influential member of the House.

## VII

## DURING THE SPANISH WAR PERIOD

To most of us the lieutenant governorship is *terra incognita*. We wonder what duties devolve upon that office, whose occupant seems about as negligible in the government of the State as a vice-president in the federal system. The Executive Council ("fifth wheel of the state coach" it was called in the forceful campaigning days of Governor William E. Russell) takes care of the lieutenant governor. He functions as a member of the Council the same as members elected as councilors, but is given a little more authority. When the governor is away, the lieutenant governor presides over the meetings of the Council. The governor appoints the six standing committees of the Council, and on the three most important of these, the lieutenant governor must be placed — pardons, charitable institutions and prisons; finance, accounts and warrants; and the committee on nominations.

In the absence of the governor, the lieutenant governor discharges all the executive functions. He also more or less frequently represents the

governor, or the Commonwealth, unofficially at public gatherings which are not official State occasions. If a governor dies in office, his understudy becomes "Lieutenant Governor, Acting Governor", for the remainder of the term, not "Governor." Full-clothed with power though he be, no man officially gets the title until elected to the office. Thus Roger Wolcott succeeded to the executive office in March, 1896, upon the death of Governor Greenhalge, and so was acting governor for that term. Wolcott was afterward made governor for three full terms in his own name.

Mr. Crane came in with Roger Wolcott's first election as governor in 1897. A politically ambitious lieutenant governor welcomes every opportunity for appearing before the public. Not so Mr. Crane. The business side of the office, the opportunity for gaining knowledge of State affairs at the sources, appealed to him, and there he applied himself with mastery. A diligent and capable man can make the lieutenant governorship count for something, just as an easy-going person may minimize its influence. But at best the office does not offer satisfactory post of action to one exceptionally qualified for administrative work. Nor has popular respect for the office been enhanced in so far as it has come to be looked upon merely as a stepping-stone to the governorship.

The conflict with Spain in 1898 made Roger Wolcott a war governor. It was thirty-seven years since John A. Andrew had begun his work in the executive department that made him our great governor of the Civil War period. How instantly the high mood of the old time came back. Governor Wolcott on April 15 asked the Legislature for $500,000 to be expended for war purposes. Half a million dollars looked larger then than that sum came to appear during the World War, but the necessary legislation was expedited beyond precedent. All rules were suspended, and within twenty-five minutes the law was passed, engrossed and received the signature of the executive. As in money, so with men. The quota of the State under the calls of President McKinley was 7388, but it was estimated that between ten and twelve thousand men of Massachusetts volunteered in the army and navy. So far as this State was concerned, all the demands of the time were met as they arose. The conduct of the war was another matter.

The men of the Second, Fifth, Sixth, Eighth and Ninth regiments volunteered and passed under federal control. They left the State equipped for service according to existing standards. Much of adventure and more of misadventure befell them, whether within the borders of the United

States or in Cuba. The men of the Second and Ninth regiments were of the force engaged in the reduction of Santiago; and the Second, the western Massachusetts regiment, took its place in the battle of El Caney with the regulars and Roosevelt Rough Riders, — but without smokeless powder.

Governor Wolcott was instant and constant in seeing that the State did everything possible for her soldiers. He bade them farewell in inspiring speech, and gave them sympathetic welcome home. He and all the rest of us were depressed by the tragedy of the many who came back worn and wasted by disease.

Less known was the share of Lieutenant Governor Crane in assisting the soldiers. Intimate friends understood his solicitude for the men of his section, but not even those closest to him realized how active and vigilant he was in their behalf. In his papers are found two revealing letters, one from Colonel Embury P. Clark, commander of the Second Regiment, and the other from H. O. Hicks, captain of Company M, composed mostly of men from Adams, with others from Dalton, North Adams and Williamstown. These letters we print, the one acknowledging the receipt of $1000 and the other of $500.

Camp Massachusetts,
Headquarters Second Regt. Mass. Inf.,
U. S. N.,
Lakeland, Fla. May 27, 1898.

My dear Mr. Crane:

In acknowledging receipt of your check for one thousand dollars to be expended by me "where it will do the most good for the regiment", I am at a loss how to express my gratitude for what your thoughtfulness has made it possible for me to do for my men.

I thank you from the "bottom of my heart" and I assure you I will sacredly expend it for the good of the young men of Massachusetts who have left home and friends behind and gone forth at their country's call.

I am, Sir,

Very sincerely yours,
Embury P. Clark,
Colonel.

Camp Massachusetts,
Lakeland, Florida, May 24, '98.

Hon. W. Murray Crane:
Dalton, Mass.

My dear Sir,

Words of mine can but poorly express the appreciation of your very generous contribution to my Company and I assure you that to the best of my ability it shall be used for the benefit of the Company.

As you are aware we are all men who depend upon our daily work for the support of our families and ourselves therefore it is patent to all that we have not the means to live (even if we wished) otherwise than as the Government dictates. Yet there comes a time when men must have things for the benefit of their health that can not be procured from the Government; to that end shall your most generous gift be used. We are by no means destitute and so far have been in the best of health and the men are in good spirits.

I feel deeply the responsibility of looking after the men who have been so loyal, and can but wish that I were better qualified to fill the position; but as I deal with the men, thus may my measure of approval or reprimand be meted to me.

Again thanking you in the name of the Co. and its Officers for this most unexpected and generous gift I have Sir the honor to remain

Your very obedient Servant,
H. O. Hicks
Capt. Co. M. 2nd Mass. Infty U. S. A.

P. S. Your wishes shall be strictly adhered to.
H.

In April the General Court had voted the half million dollars; a month later, it will be seen, this regiment was in Florida awaiting transportation to Cuba. Thus we glimpse the start; the return in August was visualized at Montauk Point.

Berkshire gained knowledge of the indefatigable service of Mr. Crane when the soldiers returned in pitiable plight. He did not wait for the slow moving of organizations or the functioning of the State to relieve conditions at Montauk Point. Quick thinking and quick acting, he went after immediate results, so far as one man could promote them. This crisis brooked no delays. He hurried to the camp, and afterward was represented by agents whose reports were very moving. There is a sheaf of telegrams from his representatives at the camp or from Washington that disclose the sustained impulse for betterment he imparted. The lieutenant governor procured release for ailing men; he had a physician go and report conditions; he furnished comforts for those still in camp; he arranged and paid for a special train which brought sick men home. That lives were saved is certain. Lyle B. Parker, one of the Dalton men in Company M, is sure that he and many others owed their recovery to the fact that Mr. Crane brought them home. Others, not of the local company, came back on that special, as appears by the reports of Henry Barton, invaluable aid to Mr. Crane, who hired the train, got the invalids aboard and saw them home.

Only a small circle knew how near Lieutenant Governor Crane came to side-stepping the govern-

orship. It was determined in Boston in advance of the Republican Convention which was to nominate the State ticket for service in 1899, to give Governor Wolcott another term. There followed something like consternation among leaders of the party in other sections. They had presumed that the nine months as acting governor would be reckoned as having afforded Governor Wolcott the usual three years in the executive chamber. This Boston program called for mental readjustments. The lieutenant governor made no objection, of course, but friends had observed his growing restiveness under the limitations of the minor office that afforded little scope for one accustomed to large responsibility. Some of us feared lest Mr. Crane decide that he must be doing something better worth his time.

It was no great surprise, therefore, when he dropped off the train from Boston for a week-end chat, to find that acutely repugnant had become the thought that he might be regarded as "waiting around for the governorship." He was unwilling to have it so appear. Remembering that harassments begin to smooth out when you talk them over, I admitted the inalienable right of every man to determine his own future, and offered to aid in getting the decision of the lieutenant governor before the public. He prepared

a brief statement. This served to ease Mr. Crane's mind, and we enjoyed a pleasant luncheon together, with much talk about other matters. I promised to amplify his position in a despatch to the Associated Press, to be published in Monday morning's papers, and to write an editorial for the *Republican* explaining his position.

With the departure of Mr. Crane, I called to my office Colonel A. H. Goetting, chairman of the Republican State Committee, to whom Mr. Crane had addressed his letter of withdrawal, and urged him to get in immediate touch with Messrs. Lodge and Wolcott. It was for them to be walking the floor now. Little time was left in which to persuade Mr. Crane to change his point of view. This was Saturday afternoon, and unless otherwise ordered, his refusal to accept renomination would be telegraphed Sunday night, and there was trouble in it. But, as confidently anticipated, word came from Dalton next day that Mr. Crane had consented to remain on the ticket. My unprinted editorial has been preserved, by the way, and I confess to some liking for the form of it.

There was ardor of gratitude in Mr. Lodge's telegram welcoming Mr. Crane's decision. Governor Wolcott was less articulate. The telegram to them read, "I have directed Chairman Goetting

not to use the letter. Will let matters take their course."

Mr. Lodge replied by telegram, "Good. Well done. Forgive my earnestness. I am sure your decision is right and greatly to your honor. I appreciate your unselfishness and sacrifice."

## VIII

## INAUGURATION, FIRST MESSAGE AND SESSION

In the induction of a governor of Massachusetts there is survival of ceremonial dignity coming down from the days of king and colony. The impressiveness of this spectacle suggests the absence of like appeal in other of our official functions. I can see Murray Crane in early January, 1900, as the central figure of that august occasion — the slender form and pale, set face as the governor-elect walked down the central aisle of the hall of the House of Representatives, closely followed by John B. Smith, his secretary and my newspaper friend, who bore the message about to be delivered. Would Mr. Crane get his voice at proper pitch? Winthrop Crane has since revealed that worry on that score was needless, because his father had made him the victim of informal rehearsing at home.

Family and friends suffer more qualms in such an affair than the chief actor equipped with calming sense of adequacy. But it was all so alien

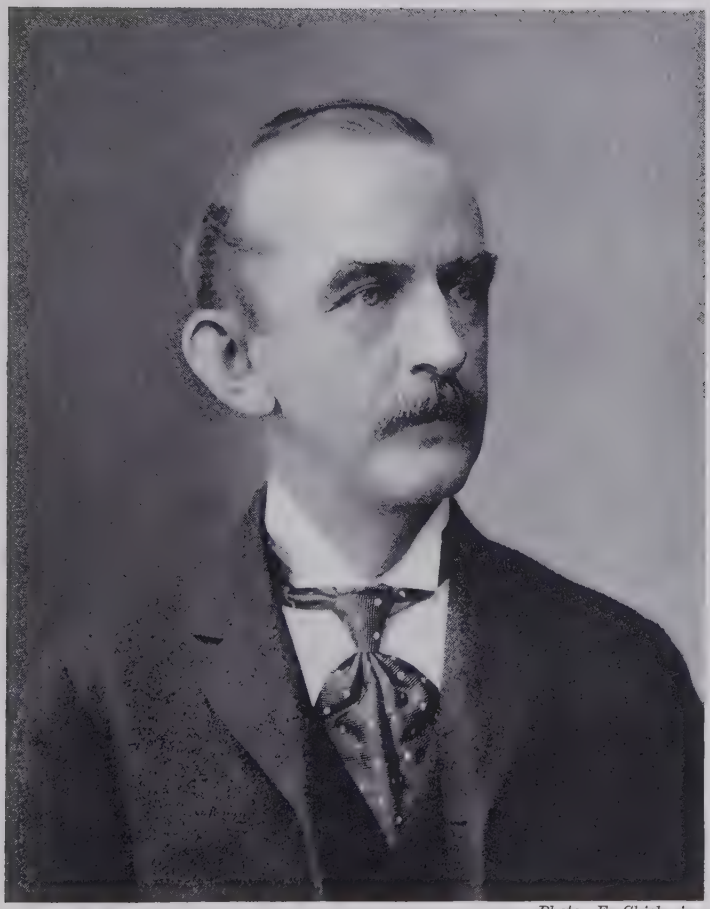


*Photo. E. Chickering*

THE RESOLUTE FACE OF GOVERNOR CRANE
1900

to anything Mr. Crane had done; how would he acquit himself? Then I recalled his amused vexation over the call of a friendly but officious woman, who urged him not to run for governor, because he was "no orator as Brutus is." She deemed that an insuperable obstacle, but Mr. Crane better understood the situation. He apprehended that the root of the matter lay not in making speeches, but in mastering and directing the business of the State. Confident he was of capacity to administer essentials that lay outside her understanding. This formal opening was ephemeral, the very least of the duties to be performed. And so, relaxing, I awaited the performance. It exhibited leadership and firm purpose. What really mattered was the revelation the message gave of this man's grasp of his job. The delivery was businesslike, and the document proved to be the shortest governor's message I had listened to — and the most immediately vital.

One was reminded of Thomas Talbot, who had been the most effective executive of my time, beside whom Governor Crane that day historically took his place. In business acumen and realization of the needs of the State, they were alike. Both were plain men, not oratorically disposed, practically and morally strong, direct in thought and action, without a trace of what the

fathers used to call "fuss and feathers." The purpose to bring about fundamentally important results dominated them. Neither was hampered by the theory that the executive office is a thing apart; that the province of a governor is fulfilled when recommendations are made. Not so, they knew, is progress brought about in business, where the "follow up" practice prevails. There must be accomplishment, and in order to get that, a governor has to see that recommendations do not expire with the uttering of them.

Governor Talbot was the more fortunate of the two, in that his election over Governor Butler carried with it leading men in both branches of the Legislature definitely committed to support his views. Governor Crane had to create such support. He put aside partisanship like a garment and worked man-to-man with senators and representatives for the advantage of the Commonwealth. Thus grew up almost insensibly a spirit of service not fettered by party lines that could be coördinated with the executive department to the public advantage.

In the promotion of such combined action, leadership is tested. Reasonableness advances it; an obstinate insistence often blocks it. There must be some measure of compromise. Idealism that meets this test is fortunate. Woodrow

Wilson could have profited by the employment of some of Murray Crane's methods. But the President and senator never made contact, as might have been the case had Mr. Wilson been better informed and more responsive at the start. Mr. Crane was head of the senatorial committee having charge of the arrangements for the inauguration of 1913, and rode with Mr. Wilson. Next day the senator called at the executive offices to pay his respects and tender good offices. President Wilson, viewing Senator Crane as a political leader on the other side to be distrusted, was coldly formal. He missed making a friend whom Democratic governors and leaders in Massachusetts held in highest regard. Somehow minor political differences and animosities never seemed to reach Mr. Crane. Those of either party charged with public responsibilities could be sure at all times of his aid when it was sought.

"What a pity," said Chief Justice Taft to me, after Mr. Crane's death, "that our friend's transparently honest nature was so often misunderstood. So many people did not know Murray Crane as the unselfish citizen and friend he was."

Problems of government renew themselves with the years in form scarcely modified. That which the first message of Governor Crane emphasized before the Legislature of Massachusetts in 1900

forms the basis of President Coolidge's appeal to the Congress of the United States to-day — patiently considered economy in expenditures and efficiency in administration.

"Believing that the financial condition of the Commonwealth is the most important subject to engage your attention, it is my purpose to present for your information and consideration a full statement of the facts as I have found them after careful examination." So began the message. Then followed a beautifully simple setting forth of the fundamentals, such as any taxpayer could understand. After that the pointing out of the significances of the facts, and the moral to be drawn from them — which last was to be kept at the front by the executive. What an oft-told tale, always important and too frequently disregarded, is the passage we quote:

The lesson which the figures of this debt statement teach, is that Massachusetts has reached a limit of indebtedness beyond which she should not go. It is time to call a halt. In looking over these items, it will be found in almost every instance that the object is a worthy one, and I have no doubt the Commonwealth has received full value for the moneys expended. The question for us to consider, however, is, not the propriety of past expenditures, but to take heed of the conditions which now confront us. The Com-

monwealth needs a breathing spell for financial recuperation. This is doubly true of the metropolitan district. . . . Rigid economy must be exercised in appropriations and expenditures.

Akin to the above, establishing a policy universally applicable, was this statement: "Cities and towns should be let alone, to work out their own municipal problems. It is in the end no kindness to them to be granted authority by the Commonwealth to assume financial burdens which are prohibited by general laws."

Governor Crane at once absorbed himself in the business of his office. He took to studying men as well as public affairs, and learned with exceptional quickness whom to trust. Dinners, social functions and ornamental occasions not in the line of duty did not attract him. So far as possible the lieutenant governor, John L. Bates, attended to the speech-making and banqueting — just as John D. Long had done when Thomas Talbot was governor.

The first year in the executive office gave the people understanding of Governor Crane's directness and breadth of thinking, and as well served to disclose definite purposes and reveal ability to bring things about. Fundamental doctrines embodied in the message were observed by the governor, who insisted that the General Court

should also respect them. When bills were passed that contravened urgent recommendations of the executive, they were vetoed. It was a period of education for legislators and citizens and the governor, whose command of State problems steadily deepened.

Specific instances of executive intervention are instructive. The message said that restraint in spending was especially needed in the metropolitan district, which includes much of Boston's suburban territory, and in which heavy obligations had been assumed for great parks, water supply, improved drainage and sanitation. When, therefore, the Legislature passed two bills authorizing the expenditure of $750,000 and $200,000 for parkways and driveways in that section, Governor Crane vetoed them, saying: "The ease with which great financial burdens are imposed or assumed is a tendency of the times which, in my opinion, needs to be changed." How true that was then, how doubly weighty are the words to-day.

When bill after bill was pushed through the Legislature authorizing Boston to incur indebtedness for a municipal building, a park, playgrounds and additional school houses, the governor pointed out that a law had been recently enacted increasing the tax limit and the debt limit of the city, chiefly in order to avoid applications to the Legis-

lature, reminded the legislators that these measures ignored his recommendation in opposition to the tendency of the State to interfere in the local affairs of cities and towns, and in one case usurped the authority that should be exercised by the mayor and city council; and vetoed every one of these bills.

The spoilsmen tried their hand at undermining the merit system by getting a bill passed which would allow call substitutes in the Boston Fire Department to be made permanent members of the force without a civil service examination. It did not affect many men, but it involved a principle, and the governor vetoed it in a brief and cogent message, which sounded the death knell for other bills, of the same sort but of a more pernicious character, which were on the calendars.

A veto of moment involved the Westminster Chambers Bill. An eminent lawyer and friend of the governor was concerned with this matter. In 1898 the Legislature had passed a law restricting to ninety feet the height of any building to be erected in certain streets adjacent to Copley Square in Boston. A syndicate of capitalists was then putting up a large building; they wanted to have it ninety-six feet high; they made it of that height, and then appealed to the Legislature to condone their offence by passing a special law for

their benefit. The Legislature complied, but the governor refused his sanction to the measure "intended to relieve citizens of the Commonwealth from the consequences of deliberate disregard of provisions of a statute", declaring that "the vital point involved is not the appearance of the building or the difficulties under which the owners labor, but it is rather whether law may be violated only to be excused or condoned."

Every one of the governor's vetoes was sustained by the Legislature, as the indisputable reasons given for them insured. But, beyond that, the effect of them was to block the way to many objectionable measures which otherwise would have been brought forward and put through.

The tact with which Governor Crane headed off bills that would require the veto gave evidence of his administrative ability. Too frequent vetoes are often destructive of a governor's power. The veto is best employed as a last resort.

# IX

## AN OUTSTANDING ADMINISTRATION

The two succeeding years in the executive office were like unto the first year, only richer in service and in the more abundant expression of public confidence. Fewer vetoes were necessary. The governor's experience in business of importance was of definite and visible advantage to the State. He had to deal with the leasing of the Fitchburg Railroad to the Boston and Maine, and the Boston and Albany to the New York Central. In each case, the lessors gave assurance of improved service and that everything possible would be done to foster export business for the port of Boston. When he became governor, by the way, Mr. Crane divested himself of any holdings in these roads.

The bearing of the above observations was brilliantly illustrated in the Boston and Maine lease of the Fitchburg Railroad. In the statement of the financial condition of the Commonwealth in Governor Crane's first message incidental mention was made of fifty thousand shares of

stock in the Fitchburg Railroad that yielded no income and so did not appear on the books of the State Treasurer. Control of this stock had become necessary for the accomplishment of the lease. An offer of twenty-five dollars a share was made to the governor, who insisted upon a hundred dollars. An offer of fifty dollars was made later, and that after an interval, was followed by one of seventy-five dollars. The governor smilingly insisted that the bargainers were wasting his time, and got his price. Because he knew his men and understood the situation, the hitherto unproductive stock was converted into gold bonds that yielded to the State an annual income of one hundred and fifty thousand dollars.

Another instance was afforded in the purchase by the New York, New Haven and Hartford Railroad of land in the Commonwealth flats at South Boston. The road offered $750,000 and the Harbor and Land Commission and the governor secured a million dollars for the property.

The governor's mastery was shown in another way in connection with the State's assumption of control of the water works of Boston. When negotiations were in prospect for the adjustment of the purchase price, both the governor and the mayor were beset by lawyers eager to take a hand. It was reckoned by the judicious that along that

line legal fees of a million dollars might easily be involved. At that point Governor Crane called Mayor Hart by telephone and the two talked together. Next day there was a personal conference, and the lawyers were told to wait awhile. There were meetings each day, and at length the lawyers were told that a settlement had been reached between the two executives. They carried on all the negotiations and reached a result fair to both interests.

All week days and during long hours at the State House, Governor Crane was open to approach and sought improvement in the conduct of the public business. With the coöperation of the Legislature this was accomplished through elimination of offices and readjustments which common sense suggested. Insidious is the growth of bureaucracy, which needs to be watched and pruned like a privet hedge. Departments once set up are certain to magnify themselves both duly and unduly, until the only cure often lies in decapitation and the transfer of the duties of such office to another department.

Such reforms were not sought by violent assault, the method employed by Governor Benjamin F. Butler, but through persuasive reasoning and the application of sound judgment. By the Crane method the over-expanded State Fire Marshal's

office was abolished and the service transferred to the Massachusetts District Police, with no loss of efficiency and much decrease of expense. No department is without friends, and there was protest, led by fire insurance companies and agents, but the governor insisted and the Legislature acted. Remonstrances arose over other changes brought about — as when the State Pension Agency was united with the State Aid Commission; the work of the Cattle Commission was put on the Board of Agriculture; the Inspector General of Fish (mark the imposing title) was abolished; the State Gas Commissioners were given the duties of the inspector of gas meters — and so on.

The third message, Governor Crane's valedictory, called for the severing of any existing relations between savings banks and national banks or other financial institutions, in the occupancy of the same offices and having in common with these institutions the same officers and clerical forces. The impropriety involved, and the possible peril to savings banks through the opportunity afforded for the manipulation of securities, was clear. The number of savings banks to be affected proved a surprise to people generally, as the newspapers printed the long list of them, and there followed widespread opposition to the

recommendation. It attacked what had become a commonplace in banking practice, and the change was resisted by those concerned as revolutionary, needlessly disturbing and expensive. The Legislature was bombarded and the flurry lasted long, but the lawmakers followed the governor in this as in other reforms he asked for without heat of argument but with the power of informed conviction simply stated.

In making appointments Governor Crane, by promptness of action, fell into fewer embarrassments than some governors have invited through indecision. Weighing cases in advance, with readiness to proceed when the occasion to act arises, prevents upspringing candidacies, petitions and visiting delegations, not to speak of disappointed hopes and bitter feelings that follow dilatoriness. When President Roosevelt appointed Chief Justice Oliver Wendell Holmes of the Massachusetts Supreme Court to the Supreme Court of the United States, Governor Crane was ready to meet the situation. He nominated Justice Marcus P. Knowlton of Springfield for chief justice of our highest State court, confirmation promptly followed, and the selection gave unqualified satisfaction. The way in which the new head of the court rose to the full measure of his opportunity is part of the great history and tradition of the body over

which he presided with a distinction that is, by agreement of the bar, comparable with that of the great Chief Justice Lemuel Shaw.

There is a personal side to this appointment that illustrated Chief Justice Knowlton's courtesy and caution. The governor safe-guarded prospective appointments by seeking assurance in advance that they would be accepted. In this instance he had asked me some time previous to sound Justice Knowlton, then holding court away from home. It became necessary to write a letter which should clearly suggest what was in the mind of the governor without committing him. That letter has passed into the limbo of things forgotten, but happily I have preserved the revealing reply of Justice Knowlton, which is herewith reproduced in facsimile. This letter was forwarded to Governor Crane, who returned it with the endorsement, "He is certainly just the man for that position."

Recommendations for appointments have little weight when perfunctorily signed, as they too frequently are. Their effect is to dispose the appointing power to make his own selections, as the *Boston Herald* recognized Governor Crane did beyond other executives. The flow of recommendations was constant, but it was possible, now and then, to inject humor into the visit of a

Springfield Oct 11 1902.

My dear Mr Griffin

Next to the consciousness of having tried to do one's duty, the most satisfying thing in life is the approbation of the best men. My regard and esteem for Governor Crane and my knowledge of his information and intelligence make me prize his good opinion very highly.

I even take such hope

JUSTICE KNOWLTON'S ESTIMATE OF GOVERNOR CRANE

as to bring the suggested appointment that will be an incident to be considered and dealt with when it comes.

I thank you for your kindness in sending me the communication.

Very truly yours

A. P. Hamilton.

delegation, as when one spokesman, as a climax, presented the warm indorsement given by one of the most eminent citizens of the State. "That is interesting," said the governor, who produced three other warm recommendations the same eminent citizen had made regarding other aspirants for the same office.

Again when requested to make President Eliot a member of a commission to report on the question of a dam in the Charles River the governor seemed reluctant to do so, and was pressed for his reasons. "No," he soberly replied, "I cannot appoint him. The law provides that the commission shall consist of three men. If I appoint Dr. Eliot there would be only one."

On the other side, let me add, there was welcome for disinterested suggestions prompted by a spontaneous desire to improve the public service.

The extent to which Governor Crane won popular support was disclosed by his veto, June 18, 1901, of a bill promoted by the Boston Elevated Railway Company. The details of the measure are not now important beyond the fact that the executive believed the public interest to be insufficiently protected, and held that Boston should be permitted to have part in so important a matter through a referendum. State Street shivered over this intruding radicalism. The House had

passed the Washington Street Subway Bill by a vote, including pairs, of 169 to 55, more than three fourths in its favor. The Senate concurred in this action, passing the bill by 26 to 13. Slight seemed the chance that the longest veto Governor Crane had written or ever wrote could prevail with the Legislature. That was reckoning without the power of an aroused public sentiment which came to the support of the executive. The people believed in the governor and the extent of the pressure brought to bear was extraordinary. Newspapers and influential citizens throughout the State joined in insisting that the General Court follow the governor, who recognized "no exigency for taking away the people's rights." It was seen, in the language of the *Lowell Courier*, that the governor stood high above any charge that "he is making what the boys call a 'gallery play.'"

When the test came it revealed that the Legislature had experienced an ample and praiseworthy second thought. Out of 233 representatives voting, 155 were necessary to override the executive objections, but only 98 stood by the bill, while 135 voted to sustain the veto. Had the Senate enjoyed the privilege of revising its record similar change of disposition would undoubtedly have appeared in that body.

Governor Crane's attitude and temper during that stressful time is shown by the following extract from a letter written "On the Cars" June 10, 1901, during the early stages of the contest:

I am sorry to have made so many enemies and I extremely dislike the notoriety, but I am confident that the position I have taken is right. I am not trying to gain support in the Legislature and am keeping absolutely quiet. I do not know what will be done in the Senate to-day. I shall keep my head clear and be ready to act at any time.

That presaged the veto. Afterward, while Governor Crane was in office, proper subway legislation was enacted and approved by the executive. It was stated by the representatives of the Elevated railway company that this legislation was shaped in deference to Governor Crane's wishes.

A strike of teamsters in Boston in March, 1902, got out of hand, and through sympathetic action of other unions, bade fair to tie up the business of the city and spread trouble widely, as railroad service became involved. A local matter was fast mounting to threatening State importance when Governor Crane took hold, not by power of his office but as volunteer advisor in behalf of the public.

Politicians were disturbed over the risks he was inviting. The governor recognized both an obligation and an opportunity and went to work to do what he could, and all he could to straighten things out, to bring the opposing forces together, to get them to agree, and to restore the abnormal situation to normal conditions. This, through the hearty coöperation of Mayor P. A. Collins and organizations of business men, and in the end with the help of representatives of the labor unions, led to the abatement of the strike. It was not best for the public weal that this contest should be "fought out" in distress and bitterness. There was a better way — through conciliation and concession on both sides.

Patient tact and a good working knowledge of human nature led Governor Crane to separate the contestants, one group (the union men) in the executive office, and the other in the council chamber. He was the go-between, talking to one side and then to the other, promoting good temper and spreading better understanding. Irrelevancies were sifted and essentials kept to the front. The process was protracted and wearying, as the will of the governor slowly made its way and good sense and reasonableness came to prevail. A wide-spread strike was averted, and in the end both sides, with a measure of grace, did those

things which the governor expected of them — and the people rejoiced.

Unique in the annals of Massachusetts politics was the campaign which preceded Governor Crane's last election to that office in 1901. It disconcerted the Republican State Committee when the governor decided that rallies should not be held. His record was before the voters and he was willing to let that speak for him. This created a situation disappointing to the Democrats, who had been hoping for a sharp contest that would help soothe their internal troubles and so assist in making Patrick A. Collins mayor of Boston. Josiah Quincy, candidate for governor, never appeared to better advantage on the stump than under the lonesome conditions Governor Crane had imposed. He went through the motions of attacking the Republican party, but good sense never permitted him to assail the executive whose hold upon the people had become so evident. The election figures justified the Crane policy.

As I recall, only one speech was made on the Republican side during that campaign. It was delivered in the eastern part of the State by William Schofield, then leader of the House of Representatives, later appointed judge of the Superior Court and now dead, who set forth with

judicial clearness the reforms the governor had projected and brought to pass.

As the end of the Crane administration approached, the *Northampton Gazette* suggested that the people should keep the governor in office beyond the usual three years. Favorable response came from all sections, but the governor informally through the *Republican* made clear his fixed purpose to retire.

There was difficulty in persuading Governor Crane not to disappoint President Eliot in the tender of a degree of LL.D. by Harvard. Viewing himself as a plain man of business, Mr. Crane held that he was ineligible on the scholastic side. It was not easy to convince him that the honor constituted supreme recognition of executive capacity and demonstrated statesmanship. In a letter written "On the Cars", May 20, 1903, telling of his decision to accept, this characteristic comment occurs:

"Samuel Hoar says I will not be expected to speak at the banquet, so if that part is eliminated the rest will not be at all troublesome."

Mr. Crane later became so far reconciled to cap, hood and gown as to wear them upon formal occasions at Williams College, which had given him the honorary degree of M.A. in 1897, when he became lieutenant governor.

# X

## RELATIONS OF CRANE AND ROOSEVELT

Mr. Crane's effectiveness as an executive made impress beyond Massachusetts. Newspaper recognition was national. Theodore Roosevelt was attracted to this man of business who exhibited exceptional capacity for bringing about things of public moment.

Of interest to those familiar with politics in the period of Roosevelt, Lodge and Crane, is recollection of that time when the then President sought to persuade Mr. Crane, serving his second term as governor, to enter the Cabinet as Secretary of the Treasury. In this incident we get background against which to place happenings of later years, as well as illumination of character. The offer from the White House was an entire surprise, in proof of which I quote from a personal letter, written from the Holland House in New York (what a fine hotel it was in those days) December 20, 1901. In this letter, marked "confidential", Governor Crane wrote:

I arrived here last evening, found a telegram from Lodge awaiting me, urging me to go to Washington at once, saying that the President wished to see me. I left for that city at midnight, and upon my arrival at the Arlington Hotel received a note saying that the President wished me to take breakfast with him. I at once went over, and he soon informed me of Secretary Gage's resignation, and offered me the position. I tried to discourage him, but he insisted upon it. Later Lodge came in and joined in the request, both declared it to be my duty, etc., etc. I forgot to say that I also received a letter from Lodge at the Hotel informing me of the President's intention and urging me to accept. Secretary Gage came into the room and joined with the others. I was very much embarassed; told the President that if he wished an answer to-day, I should be compelled to say no, but if he would let me consider it a few days, I would then advise him definitely. He agreed to this, and I must as soon as possible inform him. He would like to have me go in February 1 or a little later — had no one else in mind. I shall talk with my family about it to-morrow and if they object, as I am inclined to think will be the case, I must give it up. I am exceedingly troubled about it and I regret that the question has arisen. I saw scarcely any one else in Washington, and I hardly think that the offer will leak out. I hope that it will be kept quiet as, if I decline, the public should never know that the offer was made to me. I tried to talk with you on

telephone but was informed that you would not be in. I wish that I could see you for a short talk, but that seems impossible at present. I shall try to get you on telephone to-morrow afternoon, and as you will understand the situation, think that we can talk safely about it."

Happily Governor Crane preserved the letter from Senator Lodge which awaited his arrival at the Arlington, and both men, if living, would forgive me for printing it, as follows:

I am so glad that I succeeded in finding you and that you are to be here to-morrow. You are to breakfast with the President at eight and I shall not see you before that. He is going to ask you to be his Secretary of the Treasury. You must accept. You owe it to the country and to Massachusetts to do so. You owe it to the party, to your friends and to yourself to do so. There is no man in the country who can be of so much service to the President in that place as you. I am not flattering you. I have said the same to the President and this is too serious and too important a matter for anything but absolute truth. The President needs you — be assured of that and you have too high a sense of public duty to refuse this one. It is a very great place — one worthy to crown any man's ambition, but I do not urge you on that ground because I desire above all things the success of Roosevelt and the Republican Party and you can render great service to both.

You are better fitted to be a great cabinet minister and adviser in that place than any one I know. You dislike public speaking and a cabinet minister need never make a speech and you are the best organizer, administrator, and adviser I know. It is a great field for you. You are amply rich — you have no need for more business or more money and you can render a great public service which you have, in my opinion, no right to decline. You will have time to go home, deliver your message, start the Legislature, and then come on here and take the department. The state will feel a great pride in having you, her Governor, go to Washington to take the Treasury and, sorry as our people will be to lose you at the State House, they would blame you for a refusal. To me, to have you refuse would be one of the bitterest of disappointments and I have no reason to think that you will refuse, except my own excessive anxiety that you should accept. George Lyman feels as I do for like myself his affection extends to you and the President alike. Accept at once. Be assured I am right and that this is a great public duty you cannot decline.

I also print a letter from my friend and early preceptor on The *Republican*, the late Edward P. Clark, who had given Governor Crane appreciative recognition in the *New York Evening Post*. How general such recognition had become is suggested by Mr. Clark's letter from the editorial

rooms of the *Post*, under date of December 24, four days after the Crane letter to me. The offer made to the Governor of Massachusetts had become public property and his declination of it was known. Mr. Clark wrote:

I infer from certain ear marks in the *Republican* that you were in Dalton while Crane was reaching his decision. If so, you perhaps saw my dispatch sent early Saturday afternoon. As I said, looking at the matter from my point of view, it seemed to me his duty to accept an opportunity to render the nation such conspicuous service, for which he is so admirably qualified. Yet, when I came to think the thing over in all its aspects from his standpoint on Sunday, as I have since written him, and especially when I considered what Mrs. Clark and I observed as to his family relations when we spent several hours with the Governor's people last August, I was driven to the conclusion that the nearest duty was the first one, and felt that I should have been forced to the same decision if I had been in his place.

What I most regret is that the President is not to have always at his elbow a man who would tell him the truth — "talk to him like a father" — as we know Crane has talked to Roosevelt more than once. I wrote him that the President can get somebody else to run the Treasury Department, "but where can he find the man who will be always ready to serve notice on Teddy that he must hold up or he will slop over."

But it is a fine thing that the incident has occurred and attracted so much attention. I rejoice to have the young men of the country shown that such a record in public life as Crane's commands the recognition that it ought.

Let me add here that on two other occasions President Roosevelt sought to get Mr. Crane into his Cabinet, once as Postmaster General and again as Secretary of the Interior. These opportunities Mr. Crane declined when the desire of the President was expressed to him, and the public was not permitted to know of either case.

The next year, in late August, 1902, President Roosevelt made a trip to New England, touching points in Maine, New Hampshire, Vermont and Massachusetts. He was dined in Boston, August 26, by Governor Crane, and the occasion is remembered because of an estimate of Roosevelt given by Patrick A. Collins who sat next him at table. The dinner was at the Touraine, then Boston's best hotel, where Governor Crane had rooms. The governor toasted the President and Senator Lodge toasted the governor, and there was no other speaking. Better worth while were made the three hours of talk around the table. At its head Governor Crane, with the President on his right, and Secretary Moody (who had succeeded John D. Long in the Navy Department) on the

left. Next the President was Mayor Collins, Senator Hoar and then Mr. Cortelyou, the President's secretary. Next to Moody sat Senator Lodge and Lieutenant Governor Bates. Massachusetts members of Congress, with John B. Smith, the governor's secretary, completed the pleasant party. General Collins had been feeling poorly that night, so he remained in the hotel, and next morning the governor called to ask how the mayor was getting on.

"How did you like the President?" inquired Mr. Crane.

Quick flashed back the answer, "Roosevelt would be a mighty good man to go fishing with, but I would not care to have him row the boat."

Returning to Massachusetts to be the guest of Governor Crane in Dalton and Berkshire, after speaking at several places in the other States mentioned, the President reached the Crane homestead on the evening of September 2. Over the home the governor's mother presided. That visit was to promote understanding. Next morning the President, Governor Crane and Secretary Cortelyou embarked in David J. Pratt's landau, drawn by four gray horses and driven by Mr. Pratt. Other carriages followed, for not yet was the automobile in full flower. The party were

bound for Stockbridge and a railroad train waiting there. It was a gala occasion for the vicinage. The mills in Dalton were closed for the morning, as in Pittsfield, where the President stopped to greet the people massed in Pine Grove, and made a brief speech. The official carriage led the way. There was to be a little stop in Lenox. Preposterous would have seemed suggestion that in the short remaining ride disaster could draw near the heads of the nation and the State. Very speedily, however, death took the secret service officer, William Craig, riding on the high seat with the driver, and savagely threatened the others.

A trolley car speeding southward with members of the Country Club was the agent of destruction. It might be the motorman had forgotten how the car track crosses from one side of the road to the other, about a mile from Pittsfield Centre. Even so, unmannerly was the attempt to push by the President's carriage. The governor, watchful, saw the approaching car, rose and motioned the motorman back. It was too late. Mr. Pratt had swung his leaders across the railway track, and the car struck and killed the left wheel horse and crashed into the landau. The collision hurled Craig and the driver from the box; the secret service man fell under the wheels of the car and his life was crushed out; Mr. Pratt, clinging to the reins,

was dragged away from death. The President and governor, thrown in opposite directions, arose from the ground shocked and shaken. Mr. Cortelyou's head was cut. It later developed that one of the President's legs had been strained. Inexcusable the catastrophe — but men cannot come so near sudden death in company without nearness of feeling.

Akin to the assistance Senator Lodge believed Murray Crane might have rendered Roosevelt as a member of his Cabinet, was the help given by the Governor of Massachusetts in the coal strike of the fall of 1902. Widely prevalent was consciousness of the dangers wrapped in that growingly intolerable condition. This appears in Senator Lodge's letters and in Roosevelt's own statements, as well as in the memories of those living at that time. Mr. Lodge recognized the peril, but could see no way to avert it. Governor Crane's practical mind grasped the starting point to a remedy, and under the impulse of a thoughtful Sunday afternoon he resolved to go to the President with his plan. It was the same he had employed in dealing with the troubles growing out of the strike of teamsters in Boston.

I have a letter marked "Private", written from the Arlington Hotel in Washington, September 29, 1902, which reads:

I arrived here this morning, have had several interviews with the President regarding the coal strike situation, and have outlined my views as to the action he should take. He seems favorably inclined and will I think go ahead. I have also seen Root, Payne and Moody, and to-morrow morning am to meet Knox whom the President has sent for to meet me. If you are in Boston Thursday evening I wish you would let me see you, so I can tell you more about it. In the meantime I of course do not wish to let any one know that I have had anything to do with it, as I do not care for or wish to receive any credit in case the plan should be successful. I found the President in about the condition I had expected from the press reports, no worse at least, and I am told that he will get along rapidly soon.

The strike in the anthracite coal regions of Pennsylvania had been in progress since May, and failure had attended every attempt to bring operators and miners to consider the public side of their quarrel. John Mitchell led the miners, and George F. Baer was spokesman for the operators. Mr. Baer was not a tactful person and his assertion that the coal mines were owned and operated as "a divine right" aroused resentment. Bitterness was deepening upon both sides, popular disfavor was spreading, and not far away lay winter with its inexorable problem of where-

withal shall men, women and children be kept warm.

Futile was effort by Senator Hanna and the Civic Federation to accomplish a settlement, just as had been the case in the Massachusetts strike. Attorney General Knox advised the President that he did not think the chief magistrate had any concern with the coal strike, but he unreservedly assented to a trial of the Crane plan. Elihu Root, then Secretary of War, assisted. By September it had become evident to President Roosevelt that the situation was becoming imperative, and that soon he must be prepared to take action of some kind. The offer of Governor Crane was therefore opportune and his plan was accepted out of the multitude of suggestions that were offered.

The President of the United States sent a telegram to President Baer of the Reading Railway, President Truesdale of the Delaware, Lackawanna and Western Railway, President Fowler of the New York, Ontario and Western Railway, President Oliphant of the Delaware and Hudson and to John Markle. This dispatch read:

I should greatly like to see you on Friday next, October 3d, at 11 o'clock A.M. here in Washington, in regard to the failure of the coal supply, which has become a matter of vital concern to the whole

nation. I have sent a similar dispatch to Mr. John Mitchell, president of the United Mine Workers of America.

Both sides accepted, and in due course arrived in Washington, Mr. Mitchell bringing with him, by consent of the President, the presidents of the three anthracite district unions.

Mr. Roosevelt was unable to leave his wheel chair, due to the after effects of the accident in Pittsfield. That was the reason, no doubt, for the failure to follow exactly the method pursued by Governor Crane in Boston. There the union men and the employers were placed in two rooms, with the governor passing between the groups to persuade and assuage. In Washington the representatives of both sides, ten men in all, met in the President's room. Attorney General Knox, Carroll D. Wright, Labor Commissioner, and Secretary Cortelyou were also present. Friction between the contending parties resulted, and President Roosevelt regarded the operators as the greater offenders. He said Mitchell behaved with dignity and moderation. The President refused to be drawn into any personal controversy.

Every point at issue between the two parties was the subject of violent and directly contradictory statements, both at the conference and outside. That conference was the important first

step that led before the end of the month to the acceptance of the President's terms — resumption of work at the mines, and the appointment by the President of a commission of prominent men to inquire into the whole question and advise terms of settlement. These terms were accepted and remained in force for three years.

The old *Boston Journal*, Republican Bible of northern New England, was fortunate in having Louis A. Coolidge as its representative in Washington. There is no magic in a plan, though everything in its rightness, and much in the way it is executed, as well as the faith of those employing it. Accurate was the testimony of Mr. Coolidge sent to the *Boston Journal* October 18, 1902. He wrote:

Next to the President, the credit for the settling of the strike belongs to Governor Crane. It was due to his initiative that the President undertook the work at all, and the negotiations carried on from the White House have followed to the end along lines originally laid down by him. Six men, President Roosevelt, Secretaries Root, Knox and Moody, Postmaster General Payne and Governor Crane blocked out the plan of procedure which has been faithfully followed to ultimate victory. It was frankly recognized that the first conference of the coal operators and the labor men might bring no important consequences. But it was con-

sidered that it would at least arouse public opinion and thus help powerfully to make a settlement inevitable. When Governor Crane returned to Massachusetts, he was confident of a final victory. Some of the President's advisers faltered at times, but the Massachusetts Governor never. And the President himself was hopeful and resolute from the beginning.

I am able to fortify that statement of Mr. Coolidge. Governor Crane said in a letter written October 10, 1902: "The coal strike must be settled soon. The operators are in such disfavor that they cannot stand against popular opinion much longer." Consider what these words reveal regarding the spirit of this public servant whom poorly informed people persistently classified as identified with the narrow selfishness of some rich men.

While there never was regularity of letter writing and communing between Crane and Roosevelt as there was between the President and Cabot Lodge, Roosevelt consulted Crane pretty steadily — especially on national committee and campaign matters — all along the years up to the disastrous happenings of 1912. Many letters from the President's secretaries, Cortelyou and Loeb, summoned Mr. Crane for conferences in Washington or Oyster Bay. The President asked for advice,

submitted policies and proposed public utterances, talked about men — and it is suggestive of the high respect in which he held that mentor to note how frequently Mr. Roosevelt adjusted himself to Mr. Crane's judgment.

Illustrative of this is a passage in a letter from the White House, November 12, 1904, in which President Roosevelt says, "You saw that I acted upon the conclusion we had reached, and made public what I had to say about the third term at the earliest possible moment." The reference is to the statement made on the night of election day, November 8, by Mr. Roosevelt that he would regard the three years and six months in which he had substituted for McKinley as constituting his own first term, and so would not be a candidate for reëlection. It reassured the country when there was strong feeling against a third term for anybody. Time and love of power, however, changed Mr. Roosevelt's view so much that H. H. Kohlsatt quoted him in later years as saying that he stood ready to "cut his hand off" if thereby he could recall that statement of 1904.

This chapter may properly close with another letter — perhaps the last one received by Crane from Roosevelt — written by the contributing editor from the office of the *Outlook* in New York City. This letter, of late November, 1911, affords

illuminating background for events of the following year:

THE OUTLOOK
287 Fourth Avenue
New York

Office of
Theodore Roosevelt November 24th, 1911.

Dear Senator:

I did not know you had called until Cabot told me about it. Now do let me know when next you are to be in New York. If it is a Tuesday or Friday, I want to see you at *The Outlook* office. Any other day I will get you to come out to Oyster Bay. There are a number of things I wish to speak to you about, and there is an amusing remark made about you and Cabot by a certain person which I think I must tell you.

Sincerely yours,
Theodore Roosevelt.

The Hon. Murry Crane,
Washington, D. C.

*Private* P. S.

Lodge told me of your kind words about me, and also of your saying that you entirely agreed with me that I ought not to be nominated for President. I am extremely pleased that you take this position, and I want you to keep Lodge on the same line. I should regard it as a calamity personally, and undesirable from every standpoint, if I were nominated; and I want all my friends to do every-

thing in their power not merely to prevent my nomination, but to prevent any movement even looking toward my nomination. Effort has been made to get me to come out both for Mr. Taft and for Mr. La Follette, and I have always answered that I should support the nominee when selected, but that I should take no part whatever in the nomination, and that my sole personal concern was to see that I was not nominated.

In the light of that letter who could have anticipated that in the year following its writer would assail President Taft, Mr. Root and Mr. Crane, cherished friends of years, and high-minded citizens always. Mr. Crane yielded no jot of his conception — whether it be deemed wise or unwise — of what was desirable for his party and the country. He remained upon the ground Mr. Roosevelt had so earnestly besought him to hold.

The meekness of Moses was not in Mr. Crane when attack made fighting necessary. He had full self-respect, and quickness and strength in resenting injustices. If these were personal he might ignore them. If one lingered in his mind it was because he had given the matter consideration and believed he stood on the right ground. When attacked on public questions, where he believed that in his policy lay the advantage of the country, he marshaled his resources and became

a steady contender for the faith that was in him. He could not be overawed or stampeded.

But he was not of the temperament to imagine that friends opposing him had in a twinkling become villains of the deepest dye. Nor was he offensive and domineering. Winning or losing he was a fair fighter. Vituperative excesses wearied but never daunted him. He could look upon what seemed to him the wanton rending of the Republican Party in 1912 with a degree of composure, but never without regret for methods and manners attending it.

For Roosevelt to hold Crane anathema at that time, and yet to say to the regulars in Chicago in 1912 that the Progressives and their leader would be satisfied if the Republican convention would nominate Senator Lodge for the presidency, was one of the amazing and amusing episodes of that tempestuous period when violent language was catching. The resident of Nahant was quite as much tarred by party regularity as the man from Dalton. To expect the Roosevelt following in the convention to embrace Lodge was to introduce Folly in cap and bells. It never could have been brought about.

Not thus or otherwise was Mr. Roosevelt to escape the dilemma of his own creating, or avert the tragedy he was inviting for the Republican

Party, which had given him so much. But out of it all, as so often in other political crises, came no detriment to the republic. It was much a party matter, and to the party Mr. Roosevelt was compelled to return after the experiences of that year. A strange adventure outside the breastworks it was, and it compassed the election of Wilson.

Far away lay the year 1884 when Roosevelt and Lodge agreed to conserve their political future by regularity in supporting the candidacy of James G. Blaine. Neither in 1912 nor ever did Mr. Lodge imperil his standing in the party.

Appended to a letter written by Mr. Crane August 27, 1914 (note the date), is this comment:

"T. R. has I think without doubt run his race. He is too much like Emperor William."

## XI

## FREE FROM STATE DUTIES

The most important citizen of Berkshire brought color into the county. We have presented Mr. Crane's serious side as the "supreme executive magistrate" — for so General Butler, when governor, loved to style himself. That point of view irked Mr. Crane, who enjoyed making a little vacation every summer by bringing the lieutenant governor, the staff and the Executive Council into his home country. He cast off the rôle of Beacon Hill schoolmaster and became a boy again with these guests and his son, Winthrop. The party would be quartered at the Maplewood Hotel in Pittsfield. Everything was delightfully informal, with the days spent in taking the surpassing drives that distinguish the region. It was the acme of refreshment, without formal dinners and speech-making stupidities.

The party were conveyed by two large four-horse drags or tallyhos. The governor saw that Winthrop put aboard his baseball outfit. Riding along some country road the foremost drag, in

which the governor was sitting, might turn a corner and stop by an apple tree and the men load up with green fruit. When the other drag came up, there would be bombardment of its occupants. The effect of the surprise attack was not disastrous, for powerful throwing arms were few, but hilarity was promoted.

There would be other practical jokes. Perhaps in that category is to be placed a vegetarian dinner taken with the governor's good friends, the Lebanon Shakers. There was spotless neatness and the best cooking, but meat-eaters may have been conscious of the one thing lacking. On one of these occasions the sisters saw legitimate opportunity for making money, and increased the tariff. The governor noted this and was quietly amused. But the elders took a different view. It was not in accord with Shaker tenets, and early next morning two of them appeared in Dalton. The governor welcomed them, but sustained the sisters and could accept no rebate. One wonders how long the little family contention may have lingered.

After driving for an hour or so the horses would be pulled up beside some meadow, and the passengers disembarked for an impromptu ball game. Sides would be chosen and soon play was under way. In no other manner could so much Berkshire air have been inhaled. One game at West

Pittsfield, attending the return trip from the Shakers, has acquired historic standing. One of the military gentlemen, head of the quartermaster's department of the National Guard, was a very large man. He found it extremely difficult to climb up and down from his high seat, and decided to watch the game from the drag. His attention was distracted when some man in a light rig coming over from New York pulled up and asked about the excitement. The general told him that the man pitching was Governor Crane, the man on first base was Lieutenant Governor Bates, and named off a number of other dignitaries and officers. Deciding not to be imposed upon in this bald fashion, the questioner asked the general if he knew who *he* was? On the general's polite negative and interrogation, the wayfarer declared, "I am the Prince of Wales" and drove on without further comment.

But January, 1903, brought release from the governorship, and with departure from the State House there was an end to these cherished outings. Afterward Mr. Crane developed a summer resting place in Windsor, where he welcomed many people from his county and beyond. It overlooks in a surpassing way Dalton and the valley. He never remained there long. It was prepared for others more often than for himself. Senator Lodge once

asked the loan of it in order that he might do some writing. Many local and county organizations were entertained there.

On the 19th of January, 1903, writing from his former headquarters the Hotel Touraine, the ex-governor tells how the new situation affected him:

It seems very strange to be here as a private citizen, and withal rather sad, but I cannot tell you the relief it is to feel that I am rid of the responsibility and worry. I can scarcely realize the change and it will I suppose take some little time to get back into normal condition. I do not expect to come here again for some time. Called on Bates yesterday; he seems to begin to realize what is ahead of him, and talked very well of his plans and intentions.

Rather against his will, but naturally and quickly, Mr. Crane was drawn into party service. James B. Reynolds, secretary of the State Committee, casually remarked that the ex-governor of course would go on the platform committee of the Republican State Convention to be held October 2, 1903. Mr. Crane paid no attention, and was surprised later to find himself named chairman and charged with drafting the resolutions. He was disposed to decline the place, but recognized acceptance as the easiest way out. Hearings are

given by that committee, and adroitness of composition is regarded as essential in platform making. In this respect the work may be taken too seriously. Mr. Crane did a plain job that pleased his associates and the convention. He was given a great welcome by the delegates when offering the resolutions. It took him just three minutes to present the briefest Republican platform adopted in Massachusetts during my half-century's knowledge of political conventions. In old-fashioned contrast, the Democratic resolutions of that year were drawn at length by Frederic J. Stimson, the novelist and practiced writer. The *Boston Herald* said Crane's straightforward statements were effective beyond Stimson's polished periods.

Not easy of portrayal is the part Mr. Crane played in Republican conventions both State and national. His influence was never exhibited on the stage, but it was a great factor, often the decisive one. Mr. Crane's hotel rooms became the center of deliberations that determined results. In the outer room to welcome callers would be perhaps his cousin, Mr. Brewer, or George P. Lawrence or some other trusted friend. Mr. Crane might the while be in conference in an inner room. Each caller could be sure of an audience. But all the while matters essential to the convention were being discussed and progress was being

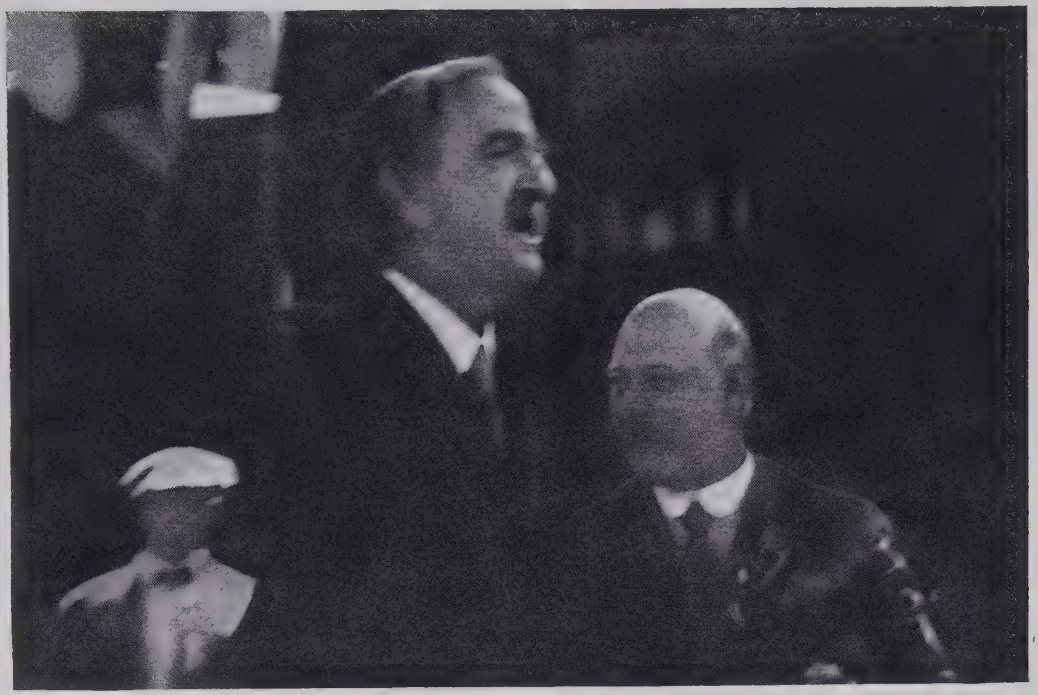
made toward conclusions. There was no official stamp on these deliberations, which, though informal, were vital. Here was the center of things, unclaimed but real.

To Mr. Crane's rooms came influential delegates having confidence in the counsels they sought. In this lay the secret of Mr. Crane's power, which amazed so many men of calculating minds in politics. He never sought a thing for himself, laid no plots, refused to cherish animosities, and entertained no dreams of domination. He was not unduly self-centered. That which seemed right to him and best for the party he endeavored to promote. Growing influence came as men accepted this obvious understanding of him. Recognition of so simple a matter made headway more slowly in minds distorted by selfish standards long cherished.

One grown familiar with politics and the study of conventions too often forgets that readers are unacquainted with much that has become commonplace to him. The observer without such background, therefore, is capable of presenting the more illuminating picture. The scene, fresh to the eyes of the newcomer, is seen in sharper outline and there is recognized more of appealing human interest. It is from this point of view that I quote from the article "Winthrop Murray

Crane" written by John Lewis Bates, published in the *New England Historical and Genealogical Register* of January, 1923:

For twenty-four hours preceding the nomination of Mr. Hughes at Chicago in 1916 it was apparent that no progress was being made within the convention walls, but had you been on the line of communication between the platform of the convention and the rooms occupied by Senator Crane, you would have been aware of the fact that the leaders of the convention were constantly going back and forth for consultation with Senator Crane in regard to the varying aspects of the problems. He spent but a few minutes in the convention, and, when the nomination was finally made and the tumult was at its height, with bands playing and the cheers and huzzas rising in one tremendous clamor, the quiet, modest man from Dalton, who had had more to do with the result than any other, had thrown himself on a couch in his room, exhausted by the days and nights of ceaseless work and entirely unmindful of the ovation he might have received had he shown himself in the convention. His sole thought seemed to be that the result accomplished was the one which, under all the circumstances, promised best for the party and the country. He was satisfied, and he asked neither cheers nor credit. Contemporary historians have attributed to him an equal influence in determining the results of the conventions of 1912 and of 1920.



IMPROMPTU ADDRESS IN PITTSFIELD STATION

To Delegates Returning From National Convention—John W. Weeks in Foreground—The only Depiction of Mr. Crane in the Act of Speaking.

One could multiply expressions recognizing Mr. Crane's political sagacity. It was conceded that he had exceptionally keen comprehension of conditions in politics and judged of their possibilities with candor. In this he was seldom misled, and never by partisanship. I might quote from many letters written in the heat of campaigns wherein he foretold with remarkable accuracy what might be expected on election day. No other participant of the inner circle on either side was so trustworthy in forecasting results.

The esteem in which he was held by the fair-minded was not narrowed by party lines. His friendliness never made political distinctions. Democrats thoroughly respected his character and appreciated his acumen in politics and public affairs. Finely illustrative of this is the following letter from Colonel E. M. House, written from New York City under date of March 24, 1924:

I am glad to learn that you are to write of the late Senator Crane.

While of a different political creed I saw much of him and grew to have a warm admiration for him. He seemed to me to have the best political mind in the Republican party; and he stood for what was best for our country. I feel sure that if his advice had been followed a different story could now be told in many vital directions.

I regard his death as a public calamity, par-

ticularly in view of the fact that his political friend and protégé has now become President of the United States.

There were many resemblances between Crane and House, and each in his party represented a rare, it may perhaps be said a unique, type of self-effacing, high-minded service. The statement that their wise counsels to Republican and Democratic administrations were of advantage to the nation will not be disputed.

Mr. Crane had no henchmen in politics in the ordinary acceptance of the word, but of willing friends a multitude. Perhaps the one among them upon whom he came most to rely in things political was William M. Butler. This was certainly true after the passing of men like George P. Lawrence of North Adams, Dana Malone of Greenfield, Edwin U. Curtis of Boston — so many of them. From the time Mr. Butler became president of the Massachusetts Senate in 1894, the two were drawn together. Mr. Butler's succession to the post of national committeeman from Massachusetts was recognized as particularly fitting. By the wish of Calvin Coolidge, he became chairman of the committee in 1924, a place Mr. Crane never would accept.

In seeking to present the varied aspects in which men saw Mr. Crane, I sought the angle of Sena-

tor Butler. That the obligations of citizenship imply attention to politics needs emphasis all the time, and Mr. Butler's statement has pertinence at this point. It was the Crane doctrine. He writes:

Murray Crane as a political leader of sterling character was actuated by a devoted purpose to serve his country, his commonwealth and his community.

He had a keen appreciation of his obligations as a citizen. He had a sound knowledge of the principles of Government. He realized that government required service. He believed that service involved active participation in political affairs. He accepted his share of responsibility and took the burden it imposed. He knew men. He kept in close personal touch with them. He sympathized with them. He helped them. He was kindly and friendly. He knew human nature. To have his acquaintance and friendship was an inspiration. Men respected him and had confidence in his wisdom and a sincere affection for him.

His was not the power of eloquence, nor the attitude of command, but his strength was in his wisdom and its recognition. His influence was built upon confidence in his motives and his honesty of purpose. These qualities attracted and held men, and he became and was for many years a leader, whom those in politics were glad to follow. With all this he applied himself intensively and devotedly to politics. He was alert

and constant in his attention to the problems of politics, whether they involved men or policies or principles. He was resourceful and worked and never spared himself pains or sacrifice in doing the thing occasion demanded.

Because of these things he was an effective political leader and a reliable political manager of men and party action.

He was Murray Crane whom people loved and respected.

As a companion piece to Senator Butler's estimate, let me give Senator Frederick H. Gillett's appreciation:

I am glad to accede to your request and give you a brief picture of what most impressed me in our friend Murray Crane.

I grew up with him as a boy and so knew him at an age when one has not yet learned to conceal defects but discloses his true qualities. Though he was a frail and not particularly prepossessing boy, he was lovable, true and popular and his restless energy and initiative made him always a leader. Many qualities of course concurred to earn him his tremendous influence, but I should say the quality in which he signally surpassed others, was his knowledge of men. Like Pope, he felt "the proper study of mankind is man" and he followed that study with an assiduity and success I have never seen equalled. With a sympathetic disposition and unassuming manner

which always won confidence, he extended his acquaintance among men of every class, learned their interests and motives of action and earned their devotion, and came to know accurately the strength and the weakness of every important man so that, more than any man I ever knew, he could in any emergency, put his finger on the right agent for every needed service and summon him confidently to his assistance. Of course he was wise, tactful, generous and high-principled, but his surpassing power, it seemed to me, was his knowledge and influence with men.

## XII

## APPROACHING THE SENATORSHIP

The qualities of mind and character that were to make Mr. Crane a power in Washington were set forth in a letter written to him in September, 1904, urging the ex-governor to consider taking the senatorship, the tender of which, with the approval of the people, was anticipated. The writer was George S. Merriam of Springfield, author of "The Life and Times of Samuel Bowles", and of other books of worth. Mr. Merriam was an independent and discriminating student of politics. His conception of the service Mr. Crane might render in the Senate was predicated upon observation of his accomplishments as governor. This letter, let it be added, reflected the impression three years in the executive office had made upon the people of Massachusetts.

We quote Mr. Merriam to Governor Crane:

> What should be said to you, with emphasis, is that the qualities you have shown in public life, especially in the governorship, mark you as peculiarly and eminently fitted for the greatest usefulness in the Senate.

What your fellow citizens recognized in your governorship was not only a patriotic purpose, a high ideal, and a strong will, — not only efficiency in the strictly executive functions — but also a rare power of influencing and guiding men, to large public results. This was very apparent in your management of the Legislature. Year after year, by tact, by conciliation joined with persistency, you won the Legislature to follow in paths you had marked out. You were equally successful in averting unwise and dishonest schemes. The same quality of tactful management was shown in your settlement of the teamster's strike — the precedent and apparently the guide of President Roosevelt's handling of the coal strike.

This power of influencing men by legitimate persuasion, to great ends, is one of the highest qualities of statesmanship. It was one secret of Lincoln's success. It seems to have especial scope in a small body like the Senate. Oratory figures very little in the actions of that body. Senator Hoar was a fine orator, as well as a scholar and patriot — but his oratory swayed few votes, or none; it did not always carry his own vote, for he was liable to speak one way and vote the other. But such influence as yours — disinterested, persuasive, tactful, equally regardful of the ideal and the actual — must weigh heavily and growingly in a body of intelligent men. It must count too with the Administration.

Major Henry L. Higginson of Boston, judge of men, also wrote to Governor Crane before the

appointment was made by Governor Bates, and said:

Is it too much to hope that you will be our senator? I know very well what the best men wish and say — unanimously — and I know but one wish in this very important matter. You are greatly needed there and you will be a better senator than we have had for many years. It is just your quality — to be a wise, high-minded adviser, counsellor, who takes men along with him in opinion and action.

How interesting to find the student and the man of affairs agreeing so closely in estimating the qualities Mr. Crane could bring to his service in Washington. They exactly forecast what was to be. Any who marveled without understanding over Mr. Crane's career and the influence he exerted without trace of advertising — who saw him achieve results with no bluster or friction — and so fell into the way of speaking of his "gum-shoe methods"; — all such may find enlightenment in these letters. The depiction is straightforward and true, like the subject of it — who had simplicity of purpose, joined with a wisdom akin to that credited to the serpent, but wherein lurked no guile.

How almost impossible it is and has been for politicians and critics of a certain sort to accept

transparent character at face value. The search after dubious motives will never cease, and there is often public advantage in the sometimes unlovely searchlight side of popular government. Often are uncovered things that ought to be revealed. But time may be trusted to deal pretty justly with misapprehensions that develop along the thorny path of public service. Still, it is a pity that joy in high-minded service is so often chilled in the process. People are more often thoughtless than of purpose mean-minded in their attitude toward honest official life. Misrepresentation in every period rests chiefly upon bias and failure to acquire knowledge of the facts involved. We are an impulsive people, and always have been, as those appreciate best who have studied the disordered bitterness that was prevalent in the early days of the republic.

George F. Hoar died September 30, 1904, full of years and rich in the affections of the people, and Mr. Crane was appointed to succeed him on October 12. In a personal letter received just before that date, Mr. Crane incidentally mentioned that he had received no word from the governor. Not long ago, therefore, I wrote to John L. Bates, stating this fact, and in response received the following statement under date of April 29, 1925:

I had given the question of filling the vacancy occasioned by the death of Senator Hoar very careful consideration. Friends of various eminent sons of the Commonwealth whose names had been mentioned for the position were insistent in presenting their qualifications, but public thought soon centered on ex-Governor Long and ex-Governor Crane. Each was my personal friend and for each I had the highest regard. Both were recognized as men of exceptional public service, of rare abilities and eminently fitted.

My association, however, with Mr. Crane had been the more intimate by reason of our service together at the State House, and there had come to me through that association a revelation of unselfishness in public life, of unerring business judgment and of leadership in the world of affairs that commanded my admiration.

Neither Mr. Crane nor Mr. Long directly or indirectly communicated with me in any way in regard to the matter, nor I with them, until the day that the appointment was made. On that day, before informing anyone of my decision, I informally called Mr. Crane on the telephone at Dalton, and stated to him that I knew of no one who could render a higher service to the state and the nation in the position of senator from Massachusetts at that time than could he, and that it was my intention to appoint him to fill the vacancy on that day, if he would accept. He thanked me heartily and expressed high appreciation of the opportunity that it would give him for

continued public service. I made the appointment immediately after the telephone conference.

Some time after Mr. Crane's appointment, Mrs. Griffin and I were spending a hard-earned weekend at the Holland House in New York, seeking the relief change brings, when on a Saturday evening Mr. Crane appeared. He urged us to transfer our resting place to the Arlington in Washington, whither he must go Sunday afternoon. I pointed out that Mrs. Griffin had scruples about traveling on Sunday. There followed successful argument that our coming with him would be recorded as a "work of necessity and mercy." Mr. Crane was going to the Capital to take his seat in the Senate. On the journey he was diligent in reading sketches in the *Congressional Record* of those who were to be his colleagues. He sought to learn about them and to discover points of contact. I wondered then, as I have since, how many new senators and representatives in advance lay such businesslike foundations for service.

In the long-since-departed Arlington Hotel, where the famous Gridiron Club was cradled, lived John C. Spooner of Wisconsin and Orville H. Platt of Connecticut, experienced senators with whom Mr. Crane formed close relations, as with Nelson W. Aldrich of Rhode Island, Eugene Hale of Maine, and the other senators from New Eng-

land, and of course with Republicans in the Senate of all sections. Men of the East he had known through contacts while governor and in his work on the National Committee. A senator is expected to collogue with the men of his own party. But the ease with which Senator Crane gained friendly association with Democrats was a surprise to many older senators. The method of approach, so entirely human, was natural to him. This was a common service, and mutual understanding was desirable. The party line remained always, but why need it be always regarded as a dead line.

His point of view is illustrated by an incident related by Samuel G. Blythe, as follows:

"I have not been able to find out how Bailey is going to vote on this question," said Lodge to Crane one day, "and I do not like to ask him."

"Huh," said Crane, "I'll ask him," and he walked around to Bailey's seat, put his arm around his shoulders, asked him, and came back in three minutes with the desired information.

Joseph W. Bailey of Texas by the way, was a highly intellectual Democrat, respected and feared by the other side, who left Washington by his own election.

## XIII

## OTHER SENATORS ESTIMATE HIS SERVICE

Mr. Crane was best content when bringing about results. Interim periods depressed him. A time of comparative inaction brought doubt regarding each new form of public service as he approached it. So it was when he became lieutenant governor, and governor, and senator. In a letter written December 19, 1904, wherein he tells about the outlook for tariff legislation in Washington, the old note is sounded as he concludes that story:

> I am trying to adjust myself to the work, but so far I have had little to do, and I am far from happy at the prospect ahead of me. I shall, however, have committee work to do after this, and I presume I shall be more contented.

The prediction was speedily verified. As it had been in the past, so it was to be with the senatorship. Work brought contentment.

There was wide range of interest in his committee appointments. He had taken his seat

in the 58th Congress, December 6, and as a new member was made chairman of the innocuous committee on Industrial Expositions. That gave him quarters in which to hang his hat and house a secretary. He was also assigned to membership in the Committee on Canadian Relations, Post Offices and Postroads, and Public Buildings and Grounds. These were his allotments for three months. With the coming of the 59th Congress, March 4, 1905, the junior senator from Massachusetts was made chairman of the Committee on Canadian Relations. Keeping his other committee places, with the exception of Public Buildings and Grounds, he was also put on the Commerce Committee, the Interstate Commerce Committee, and the committee to examine the several branches of the Civil Service. The same allotments were retained in the 60th Congress, 1907–1909.

In the 61st Congress (1909–1911) and the 62d Congress (1911–1913) he was chairman of the Committee on Rules. As head of this committee Mr. Crane had charge of congressional arrangements for the Wilson inauguration. He left the committees on Canadian Relations and Public Buildings and Grounds, and added to his old committees those on Coast Defenses and Public Expenditures.

Here were details sufficient to give him insight

into many things. He was most active in the Post Office, Commerce, and Interstate Commerce committees. But beyond committees lay Mr. Crane's acquaintance with all the senators, and a growing familiarity with everything that enlisted the attention of the national lawmakers, until Chauncey M. Depew could say of him in his Autobiography:

> One of the wonders of the Senate was Senator W. M. Crane of Massachusetts. He never made a speech. I do not remember that he made a motion. Yet he was the most influential member of that body. His wisdom, tact, his sound judgment, his encyclopedic knowledge of public affairs and of public men made him an authority.

The things which Mr. Merriam and Major Higginson had noted in Governor Crane as affecting legislators and legislation in his own State became operative as they had predicted, when transferred to Congress and the business of the nation. He took his place among the leaders. A leadership which he never claimed was powerful for good in every phase of Murray Crane's public life. Who shall define the limits of the influence of that elusive thing we call "Personality" — differing so widely in its manifestations — into the making of which enter all the things that go to the building of a man?

It is much to be able to say of him that never, during my long association, did this friend reveal pride or vanity. He had satisfaction in service, but seldom expressed it in words. Simple, genuine, straightforward he remained. What better glimpse of the real man could be afforded than is given in the following letter, written from Paris, September 17, 1906:

I wish that I could see you to-day and talk with you about the U. S. senatorship. A few people spoke to me about it last summer and said that it was generally understood that I would be returned, but what the feeling is now I do not know as I have not heard a word about Massachusetts politics since August 7th, the day of sailing from New York. I did not ask any one to do anything for me, neither shall I do so, or expend any money, beyond what I should naturally give to the state committee. On many accounts I would much prefer to retire, as I have to make many sacrifices in order to be away from my home and business so much, and if it were not felt that I could really do some good, I would not on any account become a candidate for reëlection. I have not said that I would again become a candidate, so that if I find upon my return that there are other aspirants for the place, or that there is a feeling that I should be replaced by some one else, I can easily and with great relief drop out entirely. The work is interesting, but there are many things regarding one's

life there that do not appeal to me. I shall hope to see you and have a talk with you soon after my return home.

Of course there was not a ripple of opposition, and I wonder now that I failed to cable the fact to Senator Crane. But that is a long-delayed afterthought. How far removed is the tone of that Paris letter from the feverish ambition that assails so many men to the detriment of their usefulness. In due course the Legislature reëlected Senator Crane to serve from 1907–1913.

In 1910 Samuel G. Blythe, shrewd observer of public men, writing of the Massachusetts senators, said of Mr. Crane:

He makes himself as inconspicuous as possible, but has more ability, more shrewdness, more potential power than almost any other senator.

Mr. Blythe characterized Mr. Crane as a "sort of floor manager in the Senate", with "a marvelous capacity for knowing what is going on." That is why President Taft so constantly consulted Mr. Crane. He knew his accuracy, his honesty and the soundness of his judgment. Many a time Mr. Crane's foresight assisted his colleague, Mr. Lodge. Our senators supplemented one another, the one the scholar and orator, the other the man of large affairs. In intellectual polish Mr. Lodge ranked

with Senator Hoar and other great figures of his State. But Mr. Crane's judgments were more unerring, and in capacity for wise dealing with men and public problems no man of Massachusetts has surpassed him.

By inheritance and faith Mr. Crane was a protectionist. His forbears were of the Henry Clay school. Among the archives of Crane and Company is a letter written by Mr. Clay in 1847, acknowledging the receipt of Crane paper, and affirming his faith in the development of American industries after the fine example of the Dalton product. Time tempered the views held by the fathers, as infant industries developed into maturity and the markets of the world came together. Mr. Crane held a tariff to be necessary to our manufacturing prosperity, as did Senators Hoar and Lodge and their predecessors. But he was never overmilitant after the Home Market Club type; and to the work of determining rates he brought his native sense of fairness, as well as expert acquaintance with business and markets. He would no more have sought government bounty for purely selfish ends than he would have appropriated government money for himself. He aimed to be scrupulously fair, and was respectful toward opinions that differed from his own — though not, like James A. Garfield, a believer in

protection that looked toward free trade. The desirability of free raw materials he recognized and sought, but for finished goods the ægis of a reasonable tariff advantage he regarded as essential to good times.

To be able to win and hold the faith of bodies of men; to have keen perception of the effects given actions might be expected to produce; to be endowed with exceptional and ready judgment that is competent to cope with new conditions; to be alert, industrious and growing — these things constituted the statesmanship that was recognized in Murray Crane. Other men might formulate legislation and oratorically expound it. His part was to advise as to policies and the shaping of them, and informally to pass upon bills to be presented for action. But chiefly, it should be said, he availed to lessen the flow of poorly considered legislation and political action — of which, at the best, there is always too much. Good sense was his gospel and tact his weapon. In all the stress of politics and the making of laws, he never lost sight of the things which he held basic to permanent progress and the public weal.

I discover that, at this writing, only thirteen men are left in the Senate who were in office at the close of the service of Mr. Crane on March 4, 1913. How fast the changes come. Desiring

to get a representative Democratic estimate of him, appeal was made to Senator Duncan U. Fletcher of Florida, who served on one or two committees with Mr. Crane. The response was immediate and adequate. Senator Fletcher writes:

I became quite well acquainted with Senator Crane shortly after I reached the Senate. The better I knew him the better I liked him. He was not on display. He was not hunting for the spotlight. He did not become prominent by crowding down others and climbing over other people's shoulders. Conscientiously he gave attention to his work. On all occasions he manifested unusual tact, skill and broad-mindedness.

One of the first incidents leading to my great fondness for him was not very important in itself but it showed his approachableness and generous heart, his kind disposition and his power.

There were some appointments to be made in the Consular Service. There were two candidates from Florida, very excellent young men who had passed the examination and were eligible, but there were more applicants than vacancies. I feared Florida would not have much consideration. Mr. Knox was Secretary of State. I had not met him. I was very anxious to have these young men nominated. I spoke to Senator Crane about it and told him that Florida had not been represented in the service for a great many years. He listened attentively and simply said, "I will see about it."

I rather supposed that, as is ordinarily the case, the matter would pass out of his mind and that would be the last of it. Within a very few days he came over to the Democratic side one morning and said, "Those nominations you wanted will come in to-day." I was surprised and greatly gratified. Sure enough, when the Executive Messages were read there were the nominations and, of course, they were confirmed.

That simply illustrates his quiet method and the way he accomplished things. I never went to the Republican leaders or to the prominent figures on that side — I mean prominent in the public mind — when I sought to have things done, but I would invariably take them up with Senator Crane and I never was disappointed in the results.

Often when matters seemed to get into a jam and even when feeling was running high, and no progress was being made, you might observe Senator Crane moving calmly about on both sides of the Chamber. In a short while matters would be smoothed out, difficulties removed, and business proceeded with.

I never heard a harsh criticism of him from the Democratic side. I am quite sure he had as warm friends there as on his own side. Whenever he made a promise you could safely rest on it, knowing that it would not be forgotten, but would be strictly performed. He was not sectional or narrow, or in any wise selfish. He was a fine character, a lovable man, a forceful and patriotic statesman, of most unusual tact, calm and sound

judgment, unruffled manner, great industry, splendid intelligence, and with it all modesty and gentleness which endeared him to those who knew him.

Senator Francis E. Warren of Wyoming, Republican, born in Hinsdale next door to Dalton, was nine years older than Mr. Crane, whom he knew from ten years of age upward. The two kept in touch. Mr. Warren was delighted with Mr. Crane's exceptionally useful private and public life, and especially when he "became one of my colleagues in the Senate, where he was an efficient and valued legislator. He was depended upon for advice and assistance by the chief executives of his time because of his keen judgment, sound sense and marked ability. The entire United States lost a genius and a fine and noble gentleman through the untimely passing of Winthrop Murray Crane."

Hoke Smith of Georgia, Democrat, influential United States senator from 1911 to 1921, gives this estimate:

Senator Murray Crane, while he seldom spoke in the Senate, wielded a great influence with all its members. He was counsellor of his own party and his courteous bearing toward all, without regard to party, rendered his advice on non-political questions beneficial to Democrats as well as Republicans. I regarded him as one of the

most influential members of the Senate. During the period of my service with Senator Crane no other member had such control in shaping and directing legislation.

The senator from Utah, Reed Smoot, one of the strong Republicans of the Senate, found common ground with Mr. Crane. They were geographically at a far remove, but touched in essentials of character. They saw public questions from the standpoint of common sense. Efficient men both, they liked to have things attended to promptly and properly. They realized that problems of government do not differ from other affairs of life. There was a straight line to accomplishment there, as elsewhere. Following it complications were dissipated and action achieved. They could work together, and did so. Mr. Smoot has formulated his understanding of the Massachusetts senator, and it is enlightening, as follows:

Senator W. Murray Crane was a very remarkable man. I was closely associated with him during his entire service as United States Senator; indeed I was well acquainted with him for at least a dozen years preceding his election to the Senate. There has been no public man whom I held in higher esteem than he.

There was not a selfish impulse in his make-up. A wicked idea never entered his mind, but on the

contrary his generosity and helpfulness can be testified to by thousands, and he always gave in such a way as not to embarrass the beneficiary. He took good care that his charity should not be known by the public.

It was not long after his entry into the Senate that his counsel was asked for when any question of importance was under consideration. It was an inspiration to me to see that silent and resourceful friend harmonize the widely different views of Senators and bring order out of chaos. This was not accomplished in a conference of party members, but by a personal visit to the Senator's office, a quiet talk at luncheon, an auto ride in the evening, or a chat in the corner at some reception.

Senator Crane, the silent General, was always working, planning and devising ways and means to accomplish the great big things which he thought were vital to the welfare of America.

He had no enemies. He felt as free to talk to Democratic Senators as Republicans, and it was no uncommon thing to see him in conference with Democrats in their cloak room as well as upon the floor of the Senate. His judgment of men in public affairs was almost uncanny.

The passion of his life was his love for America, devotion to his Country's welfare, and to assist those in real need. This world is better for Senator Crane having lived in it. I shall never forget his devotion to duty, his helpful sympathy to the weak. I acknowledge that I am a better man through my association with him, which was

always of the most friendly and confidential nature. The memory of such a man is an inspiration to all who knew him. God bless his loved ones.

Testimony might be multiplied as to Mr. Crane's influence in the Senate, but it may well close with the penetrating and philosophic estimate Elihu Root has been good enough to frame. Better analysis and summary of Senator Crane's service could not be drawn. Mr. Root writes:

I knew Murray Crane very well from the time when he entered the United States Senate and I have a very warm regard for him and a very high estimate of the value of his public service. It was the kind of service that makes no record in public speech or print, but is of the utmost value. A government carried on entirely by orators, public or private, would result in anarchy. A review of the detailed history of any period of free government indicates that the differences over which men have opposed each other, and hated each other, and been ready to fight each other, were for the most part of no consequence whatever. The necessary process of successful government is a process of adjustment, reconciliation of conflicting ideas upon minor points, in order to secure concerted and effective action upon major questions. It is a process of mutual consideration and concession. Unless a government, whatever be its form, is capable of action, it fails. In order to

act there must be decision and decision can be reached only by compulsion or by agreement.

It was in that necessary field in bringing about the agreement necessary to the action of a popular government that Murray Crane rendered most signal service. He had a strong sense of proportion. He knew instinctively what was important and must be maintained at all hazards, and what was trivial and unimportant and could be conceded without real injury. He was so kindly and gentle, so unselfish and sincere, that it was easy for people to agree with him and in agreeing with him they were quite apt to find that disputes which they expected to continue forever had disappeared. It is common for governments to appoint from time to time committees on the disposition of useless papers. Murray Crane was always a committee on the disposition of useless controversies, both in the Senate and in his party, and he rendered services in that way quite beyond possibility of computation. All the time he was clearing the way for effective government and for the adoption and execution of the major policies upon which consistent governmental action depends. Unobtrusive, never getting himself into the spotlight, he exercised a much greater influence in the conduct of effective government than dozens of men who were getting themselves on the front pages of the newspapers by spectacular performances.

## XIV

## REASONS FOR LEAVING THE SENATE

The considerations which led Mr. Crane to desire release from his duties in Washington were simple and obvious. They were personal and pressing. Nature was too plainly exacting penalties for overdrafts on his strength made during long service of the people. He was having to consult medical specialists. Others were to be considered in guarding his health. He found continuing joy in the development of his son Winthrop. Very close was the relationship between them. Now he had two other sons and a dancing fairy daughter to be considered. Not too soon did Mr. Crane purpose to have his first-born, now having his own household to look after, loaded with other family burdens. Busy times and distracting things in politics were coming, and he was tired. Death had removed many close friends from the Senate, and others were leaving that body. This was creating an atmosphere less agreeable to experienced senators. The senatorship was not essential to him as to some others.

As Mr. Crane faced these factors and the prospect of six more years in Washington — for remaining there rested with him to determine — the part of wisdom, of justice to others, became plain. For long years he had freely given the best that was in him to public work. Now it was in order to take in sail and trim ship so as to conserve what remained of his voyage for the family and the interests with which he was identified in the home region and elsewhere.

Thus Senator Crane was led to announce early in 1912, well before the progressive revolt culminated in the Roosevelt bolt, his decision to get away from Washington. Public statement of his purpose was made May 21, 1912, as follows:

Some months ago I definitely decided not to become a candidate for reëlection as United States Senator but I intended to defer making a statement to that effect until after the Republican National Convention. There is, however, a proposition pending in the Massachusetts Legislature for the nomination of United States Senators substantially similar to the existing law relating to the nominations of candidates for the Presidency, Representatives in Congress and State elective offices. If this proposed law is enacted a much earlier campaign for this office will be necessary, and I therefore make known my position at this

time in order that those who may be interested in becoming candidates may have the fullest opportunity to have their candidacies considered.

In making public my decision not to become a candidate again, I wish to assure the people of Massachusetts of my deep appreciation of the loyal support and confidence which they have always given me.

Senator Crane's decision, as a matter of fact, went back at least to January 21, 1911, when he wrote me:

"I have fully determined not to come back here, or rather become a candidate again when my term expires in 1913, though of course I am not saying this to any one."

The "proposition" then pending in the Massachusetts Legislature, by the way, was defeated for the time, and on January 14, 1913, John W. Weeks, after a sharp contest with Samuel W. McCall, by joint action of the House and Senate was chosen to succeed Mr. Crane in the Senate of the United States.

Some newspapers ventured to say that Senator Crane feared the ordeal of election by popular vote. All Massachusetts folks capable of seeking shelter in bad weather knew better than that. It was perfectly understood at home that he might have remained in Washington indefinitely.

Mr. Crane had appreciation of fitness in public matters, and respected the proprieties. If there was disposition to trench upon his prerogatives, the will to resent the intrusion was not lacking. I am reminded of this side of his nature, as seldom called into play, by an incident attending his retirement. Writing from the Senate Chamber January 17, 1913, Mr. Crane says:

To-day when the commission from the Governor reached the Senate it was given to Senator Lodge, and he said to me that he would present it to the Senate. I asked him at once if he did not think that I should present it, and he acquiesced. I am much provoked, for had he taken the step it would have been humiliating to me.

In the same letter Mr. Crane reveals his attitude toward the future, as follows:

I shall be relieved when March 4 comes, though it will bring a very important break for me, and for a time I shall miss the excitement of the work here and the interesting people one meets. But in time I will become adjusted to the new conditions, and I hope will be much happier.

I feel very sorry about Mrs. Crane, who has always lived here, but I have told her she must spend as much time in the winter here as she can, either at her father's or sister's house, or a hotel, or even keep house if she wishes to — but that I could not live here with nothing to do. She is,

however, very nice about it, and fully agrees with me that I should not remain here longer.

Mr. Crane's desire for a larger measure of freedom was to be realized less immediately than he hoped. Ahead of him lay the bitter conflict in the Republican National Convention at Chicago in June, 1912, which enlisted all his faculties and strength. Much he had to do in politics during all the remaining years of his life, but freely he gave himself in support of things he deemed vital. Never could he be a quitter when matters essential to his beliefs were involved. But very clear is it, in the backward look, that departure from the Senate was a wise step. There was quite enough for him to worry over outside the field of his absorbing senatorial activities.

As men go, Mr. Crane seemed a well person. Until his fatal sickness he was never during his active life afflicted with confining illness. But incessant activity told on him to an extent unrealized as he passed from one office to another. I have appreciated this more clearly when rereading his letters, all marked "personal", "private" or "confidential", written during many years and intended only to acquaint a friend with his thinking and purposes. "I am feeling much better", "am less tired", "had a good night and am all

right again", etc. So ran the story in Boston and Washington, and as I saw him at political conventions. But always present were the cheerful spirit and the hopeful forecast. This persisted to the last. Often he worked under handicap. When in the midst of settling the strike of Boston teamsters, for example, and many another time, he had distressing headaches, and only he knew of them. In practically every letter appear evidences of strain.

There were few letters to his immediate family. When away from home during the later years of his mother's life, he called on the telephone each evening to ask after her welfare and tell of himself. Like avenue of communication was employed with Mrs. Crane. Fortunately, after receiving my letters from Mr. Crane, they were nearly all placed in one big drawer, and these have now been available. I have quoted from them to disclose the unselfish citizen and his modesty in various phases of service, but confidences have been respected. Inviolate the faith and trust.

I am reminded of what Newrie D. Winter, business man, banker, and former mayor of Springfield, said of Mr. Crane. Brought into close contact with him through appraisal of property in the Crane homes in Dalton for purposes of

UNITED STATES SENATE,
WASHINGTON.

Feb 14. 1913.

My dear Mr Wilson.

Your good letter of the 12th with came today that began that you have seen or I have seen your editorial in Yesterday's Republican on my retirement from the Senate and we appreciate it most warmly and thank you for it, also in line with the many kind words that you have many times said for me. I am very glad to have people know especially my own family that I could have had the position again that I wanted it,

also have and I am much pleased to know that you are to aid us for the inauguration, and am

hope that you can come by the 1st post
if not earlier. We have plenty of room
and the only other guests will be
Dr Mitchell and his wife, who are
coming particularly because it is
my last day in public life.
With best wishes
Affectionately Yours
W M Crane

taxation, Mr. Winter welcomed the opportunity for studying the man:

I had known other rich men prominent in politics and public life. They were understandable. What differentiated this personality from others, and made him so much loved? My conclúsion, quite quickly reached, was that when Nature molded Murray Crane, she left selfishness out of his character.

Let me add a minor incident illustrating his habitual consideration. One afternoon Mr. Crane started to inspect paper mills in South Hadley Falls. The visit we had long anticipated, and he appeared, having for company W. H. MacInnis, three years' mayor of Pittsfield, then landlord of the inn in Dalton. In our ride up the west side of the Connecticut River, Mr. MacInnis sat in front. When entering South Holyoke Mr. Crane's careful driver took note of a group of heedless boys skylarking near the road. We breathed freely as the car apparently passed them — but, at that moment, a lad with lowered head ran around the group directly into the front of the slowly moving limousine.

When we could get out of the car the boy lay motionless under the machine. Near at hand was a row of small houses and in one of them he lived. The men from the front seat carried him home,

while the senator called doctor and ambulance. Almost on the instant, it seemed, the little house overflowed with screaming women. Having remained beside the boy, I told the grandmother, the only sensible person of them all, to turn out her neighbors and wash the boy's grimy face with warm water before the doctor arrived. A cursory examination while she was out of the room seemed to show that no bones were broken and that the boy breathed. Soon after she began gently to remove the dirt the boy let out a lusty yell. Never did music sweeter sound. The doctor came and ordered the patient taken to the hospital. Mr. Crane had summoned the father from the mill where he worked, and, taking him in the car, we followed ambulance and doctor. At the hospital Mr. Crane engaged a room and special nurse, waited for the report on the boy's condition, and we were driven to the City Hall to report.

The chief of police was not in, and the burly officer in charge lectured Mr. Crane on the way rich folks placed the lives of poor children in peril. It was a ludicrous anticlimax, but Mr. Crane listened in perfect quiet. At that point Mayor Woods, whom I knew, came in and Senator Crane was introduced. Immediately Dogberry faded from the picture. The affair so oppressed Mr. Crane that I forced him to leave at once for Dalton.

But this was far from the end of his ministrations. Next day he came to Holyoke to learn about the patient and call at his little home. Several times he sent Mr. MacInnis there. Each day he telephoned the doctor. That boy had a beautiful time in the hospital and suffered no impairment. It was for him a glorious adventure. I imagine the sum banked for his benefit may have represented a hundred dollars for each year of life.

## XV

## HELPING THE DISTRESSED NEW HAVEN ROAD

The most permeating calamity of a half-century to my section of the country — the thing which carried widest financial trouble into homes of New England — was the decline of the stock of the New York, New Haven and Hartford Railroad. That had been our staunchest investment. This stock was coveted and bought by the sanest investors. In the estimation of bankers, lawmakers and probate courts, New Haven stock ranked with government bonds. For years uncounted it had carried a sense of rock bottom security. With serenest confidence cautious financiers made the future of widows and orphans dependent upon it. Millionaires held great blocks of this stock, and what was good enough for them drew people of moderate means into plentiful buying.

In short, everybody knew that only a superman could shake the exceptional foundations upon which rested the stock of the New York, New Haven and Hartford Railroad. Unfortunately, as it turned out, the Colossus of the financial world

in that period, J. P. Morgan, was a director of the New Haven Road and easily the dominating mind in the board. He saw a dazzling vision of that corporation practically controlling the transportation facilities of New England. In the endeavor to make real that imagining, a financial storm was invited that shook the New Haven system like a reed in the wind.

The execution of the Morgan policy by Charles S. Mellen, president of the road, involved reckless buying of street railways, and indeed the whole scheme of expansion was entered upon as if the treasury of the company were an exhaustless reservoir of capital and credit. In the competition with other roads invited by the policy, Canadian capital was brought into New England to scar our landscape over a territory where rails are yet unlaid and probably never will be put down. There came into being also the mystery of the little Hampden Railroad project, in which the money of banks is still buried. The Morgan dream Mr. Mellen sought to materialize became like the pot of gold at the foot of the rainbow, a delusion and a snare. The material wreckage which came out of the adventure attracted the attention of the country and the results were brought to the attention of legislatures, the courts and the national government.

So New Haven stock fell from its proud position, and incomes large and small were foreshortened or wiped out when dividends ceased. The dire straits into which some holders of the stock were plunged may be exhibited by means of but a single sadly revealing and representative incident. A lady whose husband I had known appeared at the *Republican* office one day to ask if I knew of any work she could do. Asked if employment was necessary, she replied that it was. Her husband, long in the employ of the New Haven Road, had invested his savings in its stock, in full faith that so his wife's comfortable future was being made secure. In that belief he died. Now the widow was without means upon which to live.

Irremediably devastating to so many helpless people was the outcome of that dream of the great financier. Money was not stolen, but much was wasted, and resources of stockholders were dissipated beyond recovery. The grand scheme was halted in its extravagant progress by events that had been insufficiently reckoned with. Then devoted long-time officials of the road were left burdened with the slow and difficult task of rebuilding a reputation and property once beyond assail.

"If you get into trouble, go to Murray Crane," was a common saying of his vicinage, with the

borders of that vicinage always growing. The directors of the New Haven Road turned to Mr. Crane almost immediately after he left the Senate. Very reluctantly he consented to become a director in place of De Vere H. Warner of Bridgeport, resigned, and was elected August 22, 1913. Hitherto Mr. Crane had been without personal relations to that road. Neither he nor any member of his family owned a share of stock. Only the public side of its dilemma made appeal to him now as a call to service and sacrifice.

With characteristic thoroughness Mr. Crane undertook his railroad duties. The old régime in the road was at an end. In July, 1913, Charles S. Mellen had resigned the presidency after an administration covering nearly ten years. Mr. Crane in September was made a member of the executive committee to fill the vacancy caused by the resignation of Charles M. Pratt of New York. Between these dates Howard Elliott had succeeded Mr. Mellen as president, but in October Mr. Elliott became chairman of the board of directors, and James H. Hustis was chosen president.

The New Haven Road was in the midst of thick weather and riding over an unlighted way. In June the Interstate Commerce Commission had made definite recommendations in respect to the New Haven's investments in securities of other

transportation corporations. Mr. Crane was appointed on two committees, one to investigate and report on the relations of the New Haven with the Boston and Albany, and the other on the New Haven's investment in Berkshire trolleys.

In the meantime a committee consisting of Chairman Elliott, Arthur T. Hadley and T. DeWitt Cuyler was appointed to wait on the Interstate Commerce Commission and the Attorney General and to outline to those officers of the government the plan the directors were working under in response to recommendations made by the various public authorities.

The new administration had been confronted by three discouraging events — the report of the Interstate Commerce Commission with its denunciation of the company's financial management; the North Haven wreck on Labor Day of 1913; and a threatened strike of the enginemen because the company had insisted upon a physical examination of all enginemen, due to the fact that numerous fatal wrecks had been caused by the physical incapacity of engineers and firemen.

The company had endeavored to finance its floating debt by an issue of convertible debentures of $67,552,000 which had been approved by the Public Service Commission of Massachusetts. This financing had been underwritten and bade

fair not only to refund the company's floating debt but also to provide for its requirements for some years to come. But upon appeal from this approval of the Public Service Commission, the Massachusetts Supreme Court decided that under the law of this State securities could not be issued convertible into stock at some future date, and the company found itself with a floating debt of over $50,000,000 coming due in the spring of 1914, and no means of meeting its obligations.

At this juncture the Attorney General of the United States called upon the company to exhibit its books and records for the previous fifteen years to representatives of the Department of Justice to determine whether the acts of the company in that period constituted in the opinion of the Department of Justice a violation of the Anti-Trust laws. After a short investigation the Department of Justice demanded that the company should agree to placing in the hands of trustees all of its street railways and steamship properties, or be made defendant in an action brought by the Government for violation of the Anti-Trust laws.

In the consideration of these issues, Mr. Crane entered into negotiations with the Department of Justice and gave unstintedly of his time and strength. Edward G. Buckland, vice president

and indefatigable in the task of rehabilitating the road to which his life had been devoted, was Mr. Crane's yokefellow. On more than one occasion at this period Mr. Crane said to Mr. Buckland that he was "now working for the New Haven Road for $20 a week," that being the amount of a director's fee, and that his own business was being left to run as best it might.

The negotiations extended throughout the spring and summer of 1914. The directors insisted that the acts of which complaint were made were the same as those considered during the Roosevelt administration by Attorney General Bonaparte, whose complaint embodying the same issue had been dismissed during the Taft administration by Attorney General Wickersham because the complaint did not state a valid cause of action. Upon the insistence of the Department of Justice the company was, however, forced to yield and sign a consent decree, but with "the very able help given by Mr. Crane" — as Mr. Buckland puts it — the terms of the decree were much softened and the conditions imposed upon the company correspondingly lightened.

It was during that time in the summer of 1914 that Mr. Buckland was thrown with Senator Crane more intimately than before or after. The counsel employed to represent the New Haven in

its negotiations with the Government were Moorfield Storey of Boston and Walker D. Hines of New York. During their absences Mr. Crane and Mr. Buckland had several conferences with Attorney General McReynolds and his assistant T. W. Gregory, who succeeded Mr. McReynolds when the latter went upon the Supreme Court bench. Mr. Storey was away on a fishing trip and when he returned was not pleased with some of the things Mr. Crane had agreed to. Mr. Buckland remembers that Mr. Crane remarked to him, "Some men are in favor of war provided they can send their wives' relatives to the front."

The financial embarrassment of the New Haven in the spring of 1914 was temporarily removed by the issue of some short-term securities. The Department of Justice, however, proceeded not only against the company but also against the former directors of the company, demanding the record books of the Board to be produced before a Grand Jury which in November reported two bills against most of the former Board. The trial followed, and all of the defendants excepting five were acquitted, and as to those five the jury disagreed, and in later years these indictments were quashed.

Various suits accompanied and followed these actions by the Government, and through all of

this litigation Mr. Crane took the ground that there was nothing in the record which showed that the directors had not acted in good faith and under competent legal advice, and that the company should resist all actions predicated upon intentional wrong-doing. In this position he was sustained by the judgment of the courts.

On January 25, 1916, the resignation of Mr. Crane as director of the company was presented and regretfully accepted. In connection therewith the following minute was spread upon the records of the Board:

> In accepting the resignation of Mr. W. Murray Crane the Board desires to express its obligation to him for the unselfishness with which he assumed the duties of a director, and the large service which he rendered in so doing, not only to the stockholders but to the public.

Deepening respect grew in Mr. Buckland for Senator Crane, whom he first knew slightly as governor. The closer association began in 1906 when the vice president of the New Haven Road went to the national capital in behalf of his own road and railroads in general because of the regulatory legislation then under discussion. All railroad men felt concern at the approaching legislation giving the Interstate Commerce Commission for the first time power to determine and fix maximum

rates. Mr. Crane was a member of the Interstate Committee of the Senate. Many picturesque sidelights Vice President Buckland encountered during this experience in Washington. He saw that Mr. Crane's humor had its practical side.

In 1910 when the Mann-Elkins Act was before Congress the Senator who was chairman of the Interstate Committee had the bill in charge. In his latter years this Senator seemed to lose considerable of his one-time acumen; in fact both Senators Aldrich and Crane doubted how much he knew about the Elkins Bill, and as a consequence Mr. Buckland was called upon continually during the hearing in the session of the Senate to interpret repeatedly to the Senator the meaning of some of the sections. This Senator had in his office an exceptionally fine case of Bourbon whisky which some friend had sent him and of which he was fond, not to an intoxicating extent, but just enough to revive some of his former enthusiasm. On the day the bill was up for final consideration, Senator Crane said to Mr. Buckland, "You go into the Senator's office and see that he takes two good drinks of the whisky, otherwise he will never know what is in the bill or be able to explain it."

## XVI

## HIS FIGHT FOR THE LEAGUE OF NATIONS

Heavily the World War took toll — not alone in death and misery abroad, but in the sapping of strength at home. Victims uncounted suffered under emotional and physical loads that were shifted back to shoulders wearied already and anticipating easement. The mobilizing of resources, man power and material things was serious indeed in the immediate effects and far-reaching consequences. Young people went away. The work must be done, and it was done. If the son entered the service, the father looked after his work — in Dalton as everywhere.

Burdens of those not of his own household came to Murray Crane. When we desired the way opened to our volunteering sons in some branch of service, military or naval, we sought his help, and he gave it. The interest invoked became permanent. He had cares sufficient for his strength, but the ready helper was patient. The death of sons of friends afflicted him. He bore the sorrows of many. Never was Mr. Crane busier and more

beset than during the World War, and his interest was profoundly enlisted. Deeply the lessons of it were impressed upon his mind and soul, and made him vigilant for the future.

We now reach the saddest, but the finest chapter of Mr. Crane's service — the place where his devotion to the ideal of a world rising to better things out of the depths of travail enlisted all his waning strength. To give himself relaxation and repose, even in the limited degree possible to him after the War, passed out of consideration. He must be "up and doing", and he had in truth "a heart for any fate." The pity of it, as all who loved him realized. To him this was incomparably the "good fight." He could no else than push on. I begged him not to go to the Republican National Convention in 1920, the while I knew the futility of the appeal and respected the courage and devotion that carried him forward.

Being out of the bitterness of the anti-Wilson feeling which so enduringly affected party friends in the Senate, Mr. Crane fronted more frankly than they the world opportunity. The problem was above partisanship. A new day, for good or ill, was dawning in which the United States could accomplish so much. He took large sense of the future, and, as so often before, went where duty summoned. He wanted his country to be right.

Important that was and the part of wisdom. Men differed with regard to the extent to which we should participate in the effort to bring the nations back to sanity and help safeguard the future. But all saw that some part we must have, and he believed the path of avoidance and indirection least desirable for this people. Safeguarding of national rights there should be, but the call to serve ought to be squarely met. He appreciated this early and very clearly, and the conviction remained.

Mr. Crane's acute intuitive perception was never more profoundly operative. He saw not only the desirability of service to mankind, but the moral obligation resting on this country to uphold the hands of European statesmen who sought to determine a better future through international coöperation. Militarism, reaction and balance-of-power methods had failed most dismally, and they must be superseded by the League of Nations and the World Court. The United States should not remain out of fellowship when the rendering of assistance was so necessary. Check there should be to provincialism in the United States that boded ill for the future. No attack could swerve him from this central thought.

Mr. Crane resisted the effort to commit his party to the parochial view. He promptly chal-

lenged the program Mr. Lodge brought from Washington for indorsement by the Republican State Convention held in September, 1919, and insisted on a declaration in the platform in favor of the League. It was his midnight ultimatum that finally resulted in the platform being drawn with the indorsement he desired. In that was made to appear the traditional forward-looking spirit of Massachusetts. How consistent it all was with the daily life of the man.

In everything but the one matter nearest his heart, Mr. Crane's influence in the Republican National Convention of 1920 in Chicago was as potent as before. In that one thing he was unable to prevail, as he had prevailed in Massachusetts, against embittered senators. Adamantine became the line-up against him in the platform committee. Pride of opinion had been too deeply cemented in Washington to permit of yielding now. Borah threatened to carry the issue into the convention, and Brandegee to resign from the Senate if their views were rejected. It might have been otherwise had Mr. Crane remained in the Senate, to soften the action there. He was an outsider here and his advice unwelcome. But never had there been greater need than at that time for the perceiving spirit that so often pierced to the marrow of moot questions and smoothed the way for rea-

sonableness in conference and action well-considered.

Venomous became the attack on Mr. Crane in Chicago. Former associates in the Senate could call him the mouthpiece of selfish capital, if not of Woodrow Wilson. His motives were challenged by those who knew his ingrained sincerity. Though pained by the unfairness of superheated isolationists, many of them personally beholden to him, Mr. Crane still urged the larger view. Only slowly, after exerting all his power of persuasion, did he accept the immovable implacability of those who opposed him. The extent of their triumph is recorded in the eulogy of the Senate action that appeared in the platform. It was the extreme of laudation. But Mr. Crane gave up nothing of his convictions then or later. He believed that a force stronger than that which defeated him in Chicago must triumph in one way or another over the provincial spirit dominant there. He came home with broken health, but firm of spirit. To a newspaper man with whom he talked at the time Calvin Coolidge was notified at Northampton of his nomination to the vice presidency, Mr. Crane said, "More will be heard about the League of Nations from now on."

Meanwhile the United States has been forced to act under handicap. Presidents and Secretaries of

State, barred from direct contact with the great organization of nations for ameliorating world conditions, have sought to avoid the League as if it were poison ivy. Anathema in high places has been suggestion of coöperation. Humiliating to our pride this situation has been. But humorous as well our plight, as of a straggler not of the best repute, obliged to avoid the main highway.

"I was right," said Murray Crane, as he looked into the face of the narrow spirit in his own political household. Never a trace of meanness or of sullen rancor on his side in any contention, and none here, when the provocation was so great. May I voice the courage and faith that were in his heart —

Lift up thine eyes, O my Country, and walk erect once more in the pathway of service made luminous by the feet of Him who walked therein.

Services of good will the United States is to render to mankind in increasing measure, but we coveted for her the ampler freedom Mr. Crane, with the last ounce of his strength, sought to persuade his party to embrace. It is here that we can gain fullest appreciation of the national loss involved in the going of one so capable of advising his fellows. Others beside Colonel House have realized this. Cessation of Mr. Crane's activities was an affliction for the Republican Party at a

time when wisdom and steadiness of purpose were so much to be desired. Admirers of Mr. Crane will cherish the memory of the bravery with which he contended to the end for the larger sight and the broader way.

## XVII

## PERSONAL CHARACTERISTICS

Mr. Crane's nervous strength was remarkable, and relentlessly employed. Nourishment of the body he seemed to overlook. Its importance escaped him. Eating was never purposeful or a rite. In the early morning he had his strong clear hot coffee and went through the newspapers while in bed. Breakfast later was a slender meal almost habitually slighted during the driving years of his public life until after his marriage to Miss Josephine P. Boardman, July 10, 1906. Mrs. Crane's watchful ministrations added years to the senator's life. Tact was required to overcome set ways and, despite laughing protests, to promote a better regimen and more nourishment. Pleasant were those years which did not begin soon enough for the amplest measure of good. Mr. Crane was very happy in the graciously hospitable home whose congenial atmosphere enriched his life. The understanding he found there was a distinct contribution to his public service.

There was a never-ending succession of company in the Dalton home. Its mistress never

knew whether her husband would bring several people or a dozen to luncheon. Men telephoning for an appointment with Mr. Crane were told to come on a certain express and they would be met in Pittsfield — very often by Mr. Crane. Such callers would be urged to remain for a meal or perhaps to spend the night. If they departed, they were frequently personally conducted to their train. Mrs. Crane's part was no light one. It was like keeping a hotel, but with more uncertainties involved. What a task to provide for so many unlooked-for guests, and so perfectly done! If a register had been kept, it would have recorded an army of notables, and an even greater array of worthy folks unknown to fame, the whole an epitome of democracy as it sought the counsel and aid of an exceptional person.

Pacing back and forth, back and forth, thinking and settling matters under discussion — in his home, the room of a hotel, or the meeting place of directorates or committees. Restless when the discussions around the table at a board meeting grew prosy and ineffective. Rising and walking up and down — perhaps a pause to look out of the window; then back to his seat, and in brief speech pointing the way to wise conclusions speedily accepted. No thought of anything dramatic — always the purpose to have things done in the right

way and speedily. Absorbed with the affairs of the moment; the dynamic force needed to push them forward; this power incessantly applied to problems of the village, the state, the nation, to business difficulties or the perplexities of friends or strangers. Unfailing friendliness perpetually overworked.

Tremendous was the energy in that slim body, driving the man like some impelling hidden force. It was a consuming power, and the wonder is that Mr. Crane's frame supported it, wiry though that was. Always this energy was making it impossible for him to remain long in one place. He was well-nigh incessantly moving, doing this thing and that. To most of us an evening at home invites to repose, but only slightly to him. The push of his energy could be diverted for a time into a game of cards. That measure of relief he sought and found. But not for long could it avail. He would remember a friend in the hospital and go to the telephone to cheer him.

In all this Mr. Crane was typically American, for few of us have learned to put such limits upon our activities as has become the wise commonplace of living in older countries. Does climate beget our furiously driving ways? Taking life on the jump, we have to pay the penalties unhurrying Nature exacts of those who disregard her methods.

The grind of Mr. Crane's life in Washington as elsewhere was relieved by humor — which was such a present help to Lincoln, and has served lesser men in numbers beyond calculation. Pitiful are those in public station who take themselves with dull seriousness never relaxed. About some of these Mr. Crane's humor played. In tariff schedules as they affected home interests of senators, he found occasion for "stringing" statesmen who failed to catch the amusing side of their importunities. When a tariff bill was in process of making, entire was the absorption of many looking for political advantage, and deeply intent on placating people at home. To see anything but seriousness in that situation was such trifling with the political verities as they could not apprehend. They were fair game and never suspected the gentle fun the sober-faced Massachusetts senator was having with them, though never wantonly to mislead.

The teasing of friends and family was a sunny business, affording opportunity for laughter and recuperative satisfaction. He had a quick eye for one's cherished foibles or fads. He loved to harp on them, though not to wound. In by-play that aroused the object of it, there might be a continuous performance. George P. Lawrence and Mr. Crane, the dearest of friends, were forever

"ragging" each other. So of other friends. He concentrated on his cousin and devoted companion, Edward H. Brewer, whose interest in Masonry drew out raillery that must have seemed never-ending to the imperturbable subject of it. Clinton Q. Richmond who looked after attractions for the North Adams park of the Berkshire Street Railway Company, of which he is president, was greeted as the "animal man" and friend of P. T. Barnum; and so the children knew and welcomed him. It was all a radiation of good will and proof of friendship.

When William M. Butler took a house in Boston next to that of Colonel George H. Lyman, Mr. Crane had plenty of fun with them. He advised cutting a door in the cellar wall that divided the houses, so that they might visit informally without going out of one front door and ascending to the other. There were variations of the theme that exhibited shocking disregard for the austere social rules of cold roast Boston — and any embarrassment that resulted delighted the governor.

As a young man Mr. Crane smoked strong cigars. When the inadvisability of this became clear, he took up with Van Bibbers, which were more like a mild all-tobacco cigarette. These were in vogue with him until he went to Washington and Mr.

Buckland introduced him to something of like size and shape but much better in quality, the Galba. He unavailingly offered me boxes of his first love in little cigars. The fame of Van Bibbers grew during the Boston period. There were always some of them within reach. When the governor entertained distinguished foreigners, just before the cigars were passed, he would soberly tender a Van Bibber. Seeing the host about to light his queer little smoke, the guest would look puzzled and follow suit. Later the victim eagerly turned to the real thing, while a smile went around the table. The mischievous episode came to be looked for.

How evanescent are periods and personalities. It seems surprising to find men of importance in Massachusetts to-day who did not know that Mr. Crane never made a speech during the campaigns of his public life. To such his progress seems an anomaly; to the people of Mr. Crane's time it was the natural flowering and advancement of one possessing a special gift for service, and the will to employ it. How far Mr. Crane thought of the extent to which he was possessed by a passion for helping, no one knew. To others was left the talking; he facilitated action — to each the job for which he was fitted, with Mr. Crane directing. Artificialities gave way before him; essentials were

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made plainer, and effectual service in many directions was the product.

Mr. Crane appreciated that oratorical ability does not insure executive capacity, but rather tends to dull the edge of it. Nature had not fashioned him to shine in the forum, and he understood that. The power of clear statement he possessed and employed to convey sensible ideas. When formal public speech was demanded, his words were succint, to the point, and without ornamentation. His straightforward mind would not permit him to appear out of character, or anything but himself. Whatever words came from him were his own and never another's.

To this statement there was only one exception. When, at the conclusion of his work as governor, eminent citizens of Boston tendered a dinner at which exceptional executive accomplishment might be celebrated, genuine dislike of publicity and praise led him to shrink from the ordeal. Lest a plain declination might seem less appreciative than he desired to appear, the governor asked me to help shape the reply. That was no easy task, and in attempting it, I sought to make the letter fit the modesty of my friend. Conscious that the deprecatory side was overdone, I urged him to edit the document. With sure instinct he lopped off just what I did not like. He was vastly amused,

after the letter appeared in print, to have Colonel Lyman, over the telephone, compliment the production, and bluntly ask, "Who wrote it for you?"

With a hearty laugh, Mr. Crane replied, "I will talk with you about that, George, when I see you." For many a day Mr. Crane chuckled over the incident and he would have enjoyed this recital of it.

I suppose it was his instinct for fellowship that gave Mr. Crane a continuing interest in graveyards. He lived near to folks — liking and helping them. In this spirit he looked at ancient headstones; wherever he saw a well-aged God's Acre, he explored it, seeking to identify inmates who seemed to have been interesting persons. When I rode with him about Western Massachusetts he would well-nigh invariably stop and inspect an old cemetery. This was the case in Sheffield, where we found plenty of ancient headstones or monuments, among them the resting places of colonels and generals. Mr. Crane asked for information concerning these dead at the library and of town officials, but the living had forgotten those forefathers of the hamlet. Mr. Crane did not abandon his search, but after reaching home dug up an old history of Berkshire County which told what these worthies of Sheffield had done. This volume he sent to me, and I made use of the infor-

mation afforded on the editorial page of the *Republican* in the department of "State and Local Topics" of the Sunday issue. I wonder if the historical information so given survives in Sheffield. Mr. Crane was not like the Scotchman who busied himself in clearing the moss from the tombstones of the Covenanters, and so is thought to have suggested "Old Mortality" to Sir Walter Scott — but, boy and man, he certainly had relish for exploring graveyards. He loved his vicinage, and even departed people bosomed by its earth appealed to him.

When governor he enjoyed a pair of fast horses, which he drove with satisfaction, though with a loose rein; but he was not a horse lover in the real sense. One was nervous in riding with him, and wondered that he met with so few mishaps while speeding with slack reins about central and southern Berkshire in those former days. When official custom required the executive of the State to mount a horse at encampments of the militia, Governor Crane remembered enough of his boyhood horseback riding to appear with credit — though he stipulated for an easy-gaited animal. To executives unwonted to horses a formal appearance at the State Encampment on the back of a horse became a purgatorial matter, but "Billy" Russell and a few others took to the experience

with the zest of those lovingly acquainted with horses. How drab is the automobile by contrast.

Mr. Crane was sometimes spoken of as an indifferent hand-shaker. No thought was given by such critics to the fact that he was husbanding strength for more important uses. The face, the eyes and the voice were not indifferent.

He was methodical in all things, the soul of order. In his visits he would take out of his pocket a letter and on the back of the envelope would be jotted things he wished to talk about, lest in the conversation something be overlooked. In every business transaction, of course, he was prompt and exact. A promise meant speedy fulfillment. In everything he was the embodiment of reliability.

Once, sitting at his desk, Mr. Crane took up a locked ledger, and as he produced his bunch of keys to open it, said, "You should have one like this." Asked for light, he explained that the book contained record of purely personal transactions. What a human document that must have been. There was locked the story of the helpfulness he was forever dispensing.

Not a vestige of the arts of publicity did he possess. He never seemed to recognize that he was making a name in the history of the State, and there was no care in preserving material for some biographer of the future. His humor would

have saved him from posing as a character of high present or potential importance, had there been the slightest disposition to do so. His letters were matter of fact, confined to the business in hand, whether private or public. He kept no copies of letters in order that positions he had taken in political or public affairs might be explained and the rightness of the course pursued fortified, then or later — as was the practice with self-conscious public men of his time. He brought things about and was quite willing praise should die with the doing of them. There was no studied letter-writing worded for future use.

Not a calculating personality was this, but a mighty comforting one. His self-forgetfulness in service shone by the side of self-assertion so much in evidence in our public life then and since and always.

## XVIII

## THE HOME TOWN AND COUNTY

I might relate a multitude of specific instances exhibiting Mr. Crane's influence in state and national political campaigns, but, having observed how little any generation cares about backgrounds in public affairs, such narration seems supererogation. Even our newest participants in politics, the women voters, display slight interest in the past. Few of them draw near the light that shines from the lamp of experience. Men who lived in the days I am writing about would be interested, perhaps, but they are waning. The eager present is pushing them out of the arena where political contentions seemed so much more important than time has proved them to be.

It is for me rather to exhibit one who played his part in life to the full and was instant and constant in good works small and great. In that way contagion of service may be awakened. Important the political participations remain, but helpful character will be the supreme consideration to the end of our mundane experience.

"Arrange your business so as to leave time for personal and community service," said Mr. Crane more than once to George H. Tucker of Pittsfield; and doubtless to other men in whom he recognized the capacity and will to serve. He asked Mr. Tucker to pass the word along to young men. That admonition was the nearest to preaching I knew Mr. Crane to come. His influence was felt through example, and the pervasive reach of the example was apparent in Berkshire where the touch was closest. There was no preacher in that county whose unconscious power to affect the actions of man approached his. Berkshire folks knew Mr. Crane as a "doer of the word" who fulfilled the mandate in straightforward sincerity, with no talk about it.

As Athenians tired of hearing Aristides called "the just", so it is believable that some persons might not have mourned in their hearts had a minor political setback come to Murray Crane. Possibility of such an event seemed to open in connection with the election for sheriff in 1905. On the death of the incumbent of that office, a North Adams man, February 1, 1905, Governor William L. Douglas named John Nicholson, then Chief of Police of Pittsfield, to succeed Sheriff Fuller. It was an admirable selection. In accepting the temporary appointment, Captain Nicholson

told the governor he reserved the right to accept a Republican nomination to the office if it should come to him. Such an understanding removed any political obligation. It also shows why Governor Douglas, a good executive, was not a prime favorite with managing politicians of his party. When the time for the county conventions drew near, Mr. Crane urged the Republicans to nominate the man chosen by the Democratic governor. Mr. Nicholson had lifted the tone of the office and the public interest called for his retention. Meantime the northern part of the county desired the place. It is remarkable the extent to which jealousies, sectional and political, may be employed to becloud a clear issue. It took time and a variety of appeal to clarify the situation, but in the end Mr. Crane had his way. Sheriff Nicholson received the Republican nomination and a handsome election. The Democrats ran a less desirable candidate, and the people, acting on grounds of good sense and merit, decisively settled the matter. One wonders why the parties did not unite for the good of the county.

During the twenty years since, Sheriff Nicholson has won distinction in his office. It does seem to me, a prejudiced witness, that the sheriff of Berkshire County, with his long white wand of office, lends a finer touch of dignity to the Commence-

ment march at Williams, than does the sheriff of Hampshire County at the head of the fine procession at Amherst. Nicholson's tall hat is nearer the mode, for one thing. Let it be said in addition that the high sheriffs of our counties, and the sergeant-at-arms of the Great and General Court of the State, are pleasing survivals of ancient ceremonial impressiveness.

The pride of Berkshire and Dalton in the election of Mr. Crane to the governorship in November, 1899, rose to a high pitch the night of the day after the voting was done, when his native town celebrated. The demonstration was said at the time never to have been surpassed in the county. This is probable when it is recalled that it had been fifty-five years since a citizen of Berkshire had been chosen governor. The county gave Mr. Crane six thousand more votes than were cast for his Democratic opponent, Robert Treat Paine. But the years were to bring to Dalton other demonstrations of larger scope and import as Mr. Crane grew into a national figure.

Two days in Dalton stand out beyond others. The one, April 23, 1913, was Murray Crane's sixtieth birthday, and in the pride and felicitation all Berkshire was represented. Occasion was made for expressing to Mr. Crane the home feeling of affectionate regard, and the rejoicing in his return

to those who had longest known him. Outward and lasting embodiment of those feelings was presented in a silver loving cup that is in the keeping of his oldest son and will always be cherished in the Crane family. The fitting inscription it bears reads as follows:

Winthrop Murray Crane
Lieutenant Governor 1897–1899
Governor 1900–1902
United States Senator
October 12, 1904–March 3, 1913
Unselfish Worker for the Town
Commonwealth and Nation
An Expression of Affection
From the people of
Dalton, Massachusetts
And a Remembrance of his
Sixtieth Birthday
April 23, 1913.

Robert M. Washburn discovered in his first real contact with Mr. Crane that the senator talked about himself last — if at all. This trait is illustrated in a letter written by Mr. Crane the day after this outpouring of good will. He deals first with a case of financial hardship. My attention had been called by the late Everett P. Wheeler, the distinguished New York lawyer and publicist, to a worthy young man of his acquaintance who had

bought a farm in a Western Massachusetts town for twenty-five hundred dollars, paying fifteen hundred dollars in cash and giving a mortgage for a thousand dollars. The property had been improved by the building of a poultry house, etc. But now the mortgage had become due and the mortgagor was calling it in. The owner could not place the mortgage with any savings bank or insurance company, and was in despair, as the place had been advertised for sale under power of sale in the mortgage. Could anything be done for Mr. Wheeler's friend? I referred the letter to the Massachusetts Mutual Life Insurance Company and was informed that the company had ceased making farm loans. Then I sent all the correspondence to Mr. Crane, who replied:

"I will have some one look up the case, and if the conditions are as stated by Mr. Wheeler, will try to have the loan made. You can therefore write Mr. Wheeler that you have called the case to the attention of a friend who is going to investigate it, etc."

That matter disposed of, Mr. Crane adds, "The reception was very gratifying to me. It was handled remarkably well and was very genuine in every way. I was troubled about it at first, but am now very glad that the action was taken."

The second unforgettable day in Dalton, October 4, 1920, witnessed the laying away of the body of Murray Crane in the burial ground he had done much to protect and care for. It held the ashes of his dead, and with the thoroughbred New England sentiment that was his, he could not see it neglected. This feeling led him to look after the cemetery in Wilbraham, where the Brewers rest, last of all his cousin, Edward H. Brewer. Many a time when Mr. Crane called on me in Springfield, it appeared that he had been out to Wilbraham to be sure that the graves were properly tended. When death came to friends, he could be counted on to be at the funeral, if that was humanly possible. The love he had for people extended to this final faithful expression of regard. In his will was provision for the care of all the cemeteries in Dalton.

When Murray Crane's time of departure came, could he have beheld the gathering of friends from far and near, the magnitude of the concourse would have amazed him. Here, fruitage of service, was an assemblage almost beyond compare, of those who mourned. From Washington, from cities of the West, from Boston, from New York, from Berkshire, from throughout Massachusetts and New England men and women came to witness the laying away of the shell of the friend

upon whom they had leaned — a great family knit by a common bond, all ready to tell one another how Murray Crane had served them. Never was there in the county the like of this on so large a scale. The only event comparable to it in Berkshire within my memory had been the burial of Mark Hopkins in Williamstown in 1887, where the attendance was nothing like so great.

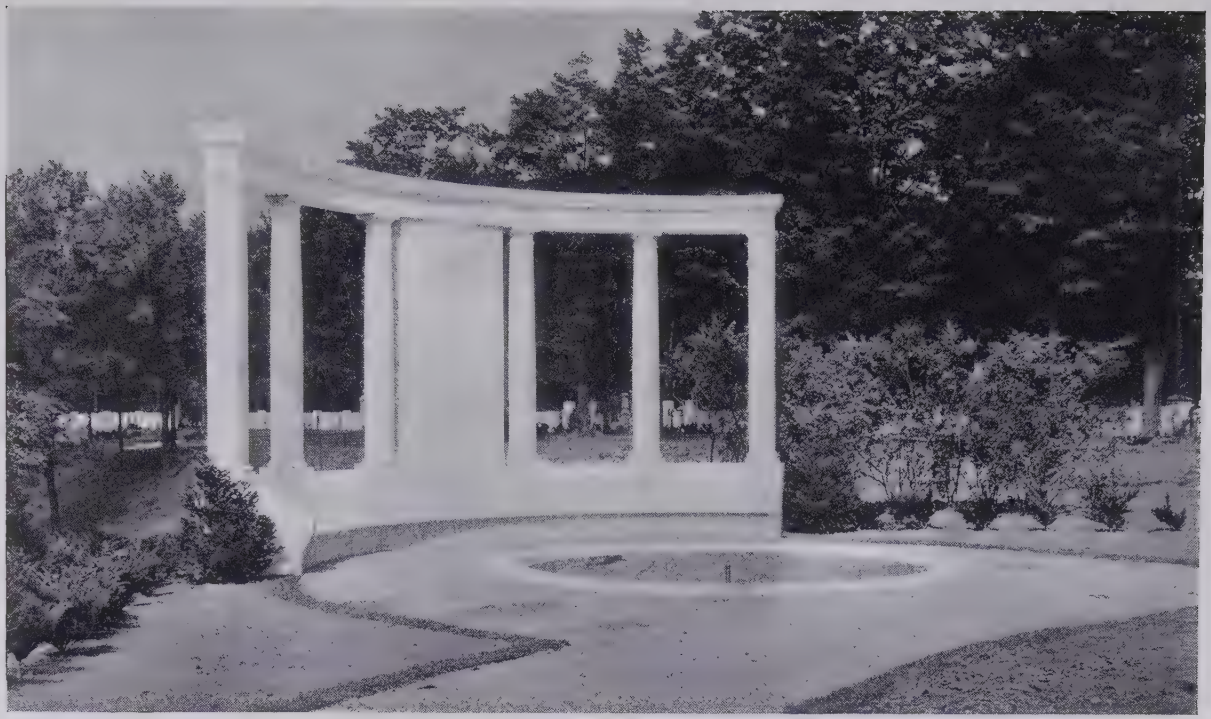
In neither case was it the official life which counted most, but the personal influence of the men upon other lives, so many of them and for many years. That a man of business, not a teacher or preacher, could have achieved so wide an appeal as this, afforded a lesson of profound significance. That is why I am attempting to make live again the person who could so bind himself to his fellows of all sorts and conditions in the social scale. Much young men could learn from him. This was in no degree a pretentious or a fanatical life. He did his quiet work in the midst of modern conditions, and was like unto the rest of us. But the spirit of brotherhood possessed him in simplicity and truth and showed him the way open at all times to modest fidelity.

West of the fine and commodious Community House, which was provided for in Mr. Crane's will and is abundantly used, has been made a park wherein is placed the artistically conceived white

marble memorial that constitutes the remembrance of him in which so many friends have share.

Difficult was the problem of devising a satisfactory memorial for Mr. Crane, and the solution reached will stand the test of the years. The result achieved can never be regarded as unfitting. His simplicity, his neighborliness and nearness of fellowship are considered and expressed in the settee that looks out upon a beautiful aspect of Dalton, and commands restful sight of valley and mountains. Appropriate, too, that Chief Justice Taft, understanding so intimately when President the staunchness of Mr. Crane's loyalty, should have been speaker at the dedication of the memorial. This lovely shrine of friendship by the side of the road has meaning and sentiment unmistakable. With what friendliness and modest grace it has taken its place in surroundings so familiar and dear to Mr. Crane.

I am glad that Mr. Crane selected the wall about the near-by God's acre, where his body lies, and rejoice in the charm of the vines that are growing over it. That is reminder of him too, quite as much as the Community House which he provided for. But for the coming of the War it would have been built during his lifetime. How characteristic it was of Mr. Crane, as told by his son at the dedication of the building, that he desired above



Public Memorial in Dalton adjacent to Community House.

all to provide a place where the people of Dalton could spend their evenings in pleasant companionship. Of all the useful functions this gathering place is to fill, I like best this thought he had for filling out the comfort of the people with whose lives and homes he was so closely linked.

Mrs. Crane has hung an oil painting of her husband in the Community House, and above the settee of the memorial in the adjacent park these words are graven in the white marble:

To
W. Murray Crane
1853–1920
Devoted in his service
To Community, Commonwealth
and Nation
Governor 1900–1903
United States Senator
1904–1913
This Memorial is affectionately
dedicated by his neighbors
and friends

## XIX

## IN REVIEW AND CONCLUSION

It is the human element that interests us most in the lives of men and women — a person's relation to his fellows.

The atmosphere of friendliness Mr. Crane carried with him, never effusive as with some men, but patently genuine; his interest in all that concerned a friend, neighbor or acquaintance, their families and business; the readiness to serve in any and all ways, these things set Murray Crane apart. And then the appreciation so many had of him as a sure reliance.

More people were under legitimate obligation to him than to any other man in Massachusetts, Charles G. Washburn of Worcester said to me, and it was true. His extraordinary gift of sympathy was never off duty. Robert M. Washburn says, "Mr. Crane was the first man of size I ever met who talked first of me and last of himself." How much that discloses.

Baffling is the attempt to convey full knowledge of what this unpretending personality meant to

people with whom he had contact, of all ages and every condition. Wherever he touched life, you found a story. Endless seemed the ways in which he carried comfort.

Take the case of a close friend, William E. Tillotson of Pittsfield, stricken with shock, speechless and unable to write or to convey his wishes. Doctor and attendants recognized that the patient was of troubled mind, but were at a loss. Mr. Crane called for Mr. Tillotson's bunch of keys, held them before his friend, touched each one until the safe deposit key was reached. Then the eyes of the sick man reflected his relief. What more probable than that an important manufacturer would have papers that called for immediate action? — as proved to be the fact.

And the support carried to John L. Bates, called upon to bury his father, a distinguished clergyman of the Methodist Episcopal Church, when Senator Crane, quite unheralded, came into the home before the services. In bitterest winter weather he had made the journey from Washington to Boston that he might stand beside his friend. To so many others he went.

In times of joy the same. Characteristic the quiet word to a friend, when Mr. Crane had taken special pains to attend a wedding in this friend's family: "You know I am here because of you,

don't you?" So many loyalties and so faithful to all of them.

Let me say again that never have I encountered exactly Senator Crane's like among other men held in regard. Never among all of them, whatever the calling pursued, was there measure of helpfulness like his. Never finer feeling expressed in action. Beyond compassing remains the good our friend's life scattered so unceasingly and so widely, even when into the writing has entered much of knowledge slowly acquired — so much of it from those he had served — and a depth of affection unexpressed in words to this typically reticent New Englander, but perfectly understood.

Murray Crane lived the aspiration voiced in H. C. Bunner's lines:

> May the light of some morning's skies
> In the days when the sun knew how to rise,
> Stay with my spirit until I go
> To be the boy I used to know.

In our friend the boy abided. Amid all cares and responsibilities was the flashing of his friendly humor, and he was eager to play baseball and to see the game played in the village field or the big league contests. To the last he kept his clear sight, warm heart and resolute patriotism. And always, that bubbling spring of fun and the laugh, never

Community House Provided For in His Will

boisterous, but infectious and like no other. Who that understood him would dare attempt the writing of a conventional biography?

Delightful is all the memory of him as we recall what Wordsworth terms

> That best portion of a good man's life, —
> His little, nameless, unremembered acts
> Of kindness and of love.

Forgotten by him, but living in the memories of those who experienced them, and perhaps in some permanent measure through this narrative.

Slight was our friend's interest in the written word outside of the newspapers. Latterly, the homely flavor of Joseph C. Lincoln's Cape Cod stories appealed to him. But alert always was that interest in people and public affairs. He was forever learning and helping in this realm of the humanities — in the direct contact and by means of that ready servant of his purposes, the telephone. A joy always within reach is experienced by lovers of books. But with this satisfaction goes danger of a predominatingly selfish enjoyment, even though it contributes to culture. We see unhumanized learning that sits aloof from the common life. He grew in knowledge and grace by living near to people.

Many years ago I learned the relief and clari-

fication of perplexities that come through "talking things over" with a friend one trusts. It helps to width and distance of view and confirms good judgment that may somewhat doubt itself. So Mr. Crane helped me and countless others. He saw clearly and considered wisely. Above all he had rare intuitive capacity for reaching sound conclusions very quickly. How promptly he shed the extraneous. He did not seem to reason step by step. Yet such orderly reasoning confirmed his conclusions. One may be sure of himself, and yet find fuller assurance in the impartial view of another whose judgment he respects.

This was the basis of the free interchange of views I had with Mr. Crane during all his public life. He did not often come for advice, but to go over ground already traversed and to state conclusions reached. Almost never was there disagreement with these, or with the wisdom of action proposed or taken. I have known no other person whose judgment impressed me as more uniformly wise and admirable in dealing with men and affairs as they confronted him. This despite the fact that we often entertained diverse views in political matters. Yet mutual respect was never shaken or abated, for thus men of honest conviction may differ, while sympathy and understanding remain.

Mr. Crane's life embodied the sweeter part of the old New England environment from which he had sprung — the gentler, the sympathetic, the strong, the helpful side. He "went about doing good"; not consciously, with a mission voiced, but perpetually ministering to others as a matter of personal satisfaction. And always the ingrained reticence. He was no mystic, but much of a practical philosopher. Ideals he had, and made them practical. A fine and generous spirit worked itself out without cant or profession of service as naturally and as steadily as the processes of nature go on.

I do not believe that Murray Crane ever consciously formulated any philosophy of life. A simple Christian gentleman he was, by inheritance and faith, who said his prayers every night as a matter of course. In one of his letters, written in 1906, he says "prayer has helped me many times when I have been in trouble" — the only reference of the kind in all his writing and talking to me. Such is the New England habit. He learned and broadened and sweetened by living — straight and usefully. He made himself a primal force, like the sunshine, and the community was visibly better because of his presence. Abiding basic virtues were his aids. Yet always was he the clear-seeing man among men. His charity never

failed, but it was intelligent. Bigotry he did not know.

In the ardor of life's growing pains, adventurous and challenging youth doubts the present and future. It is a phase of development. Beyond, to be slowly won, lies the philosophic conquest of environment. But the joy of discovery fills all the journey thither. Happy the one who, in the main, steers his craft by the clear shining verities — old, simple, inescapable.

It may be that my depiction will appear unduly laudatory to some who did not know this man. Not so is it in fact. It is the truth as I knew it, set forth with fidelity, in words carefully weighed. He did not serve ambition, but people.

Judged by the touchstone of service — that finest contribution of the individual life — does not Mr. Crane's record stand out large and kindly, like a sheltering tree by the side of the burning road.

## XX

## TRIBUTE OF WILLIAM HOWARD TAFT

As this volume opened with the Foreword of President Coolidge, it is fitting that it should close with the words of another President, now Chief Justice of the Supreme Court of the United States, spoken at the unveiling of the Memorial at Dalton, October 2, 1925, the fifth anniversary of Mr. Crane's death. The abiding impress Mr. Crane left upon his generation appears in this understanding study of him. The spirit of brotherhood is recognized by Chief Justice Taft as the impelling force moving the man, as it was also apparent when men and women talked together on that day. They cherished a living memory. In a personal letter forwarding his manuscript, Mr. Taft says: "It is a pleasure to write about a man of Murray Crane's character and exceptional qualities. One speaks of him with heartfelt enthusiasm."

The address follows:

This beautiful memorial, with its lovely surroundings, is a tribute to Murray Crane from his neighbors of all the Berkshires, and an evidence of

their personal affection for one who was really a member of the family of each of them. He was their elder brother. He shared with them their respect and veneration for the same moral ideas, the same standard of duty, and the same sacred associations inherited from his father and grandfather and breathed in with the pure air of these native hills. It is a grateful response to his constant personal sympathy and active aid counted on by them throughout his long and useful life.

Senator Crane was a man of remarkable qualities. His death made a void in important fields of activity not likely soon to be filled. He was born and brought up in this beautiful countryside, which for more than one hundred years has been a center of the fine paper industry, an industry begun by his grandfather, continued by his father and brought to perfection by himself and his brother. This town still maintains the traditions of the Crane family and is patriarchal in its atmosphere. Here there have been no real labor troubles. There is here no excessive show of coddling those who work with their hands, no exploiting generosity, no condescending provision for them savoring of charity-giving comfort, but there has been constantly maintained mutual respect and effective coöperation of all engaged in the industry, whether as employer or employee, making for useful production and adequate remuneration for labor and capital. Such a situation reveals the tact and wisdom and fairness of which Murray Crane was possessed by inheritance and

training in an extraordinary degree. He was singularly endowed with the power of putting himself in the place of the other fellow. He was in a true sense altruistic. He had that common sense which carried his mind to the real point in issue in dealing with others, and he had in a marked degree the generous sympathy and fellow feeling for his kind, and a quiet but sure way of making others know it and of securing their confidence.

Called to the Lieutenant-Governorship, and then to the Governorship of the State, Mr. Crane demonstrated his fitness for public office. He was three times made the State's Chief Executive. He was not a speaker — he shunned every duty of that kind. His modesty was too great. Yet his personality was so marked and his efficiency in office, his promptness of action, his wisdom, his whole-hearted devotion to his task and his sympathy with all groups in the State were so clear that Massachusetts never had a Governor more beloved or — what is not always the same thing — more respected and trusted than Murray Crane. This attachment to him and confidence in him did not fade, but he retained it not only after he went to Washington as United States Senator but after he voluntarily retired to become a private citizen again. In a subsequent primary election, involving much heat of controversy, the vote for Senator Crane in his home district was so nearly unanimous as to be an exception in political annals.

Senator Crane was constantly helping indi-

viduals whose stress appealed to him. His aid in money and advice to persons all over the commonwealth, and particularly west of the Connecticut River, was so extended as hardly to be credited. Such assistance was never given publicity. But his acts of this kind were so numerous and never-ending and were so wholly disinterested and free from ulterior motive that a deep impression of them, in spite of their unobtrusive character, spread everywhere, and his reputation as every man's friend was permanent and abiding.

Senator Crane was a trained and clear-headed, far-sighted business man, making his advice, when sought as it was constantly, of the utmost value. He had tact but he was no palaverer. He was direct in his statements and very careful and measured in his promises. He could refuse an application for aid with clear reasons but with a sympathetic attention that took away the sting of disappointment. When his field of action became national, the same qualities which had made him such a power for good and gave him such strong influence in his State made him one of the most forcible members of Congress, and one whose views and action were always to be reckoned with. He never spoke in the Senate, but no member was more constant in attendance either in the chamber or in the committee room than he. No one better understood the point and trend of the proposed legislation under consideration. His personality and sympathetic nature brought him

close to his colleagues, Republicans and Democrats, who confided in him. Even the official whips could not tell the state of mind on every bill of each Senator as he could.

Senator Crane felt a personal responsibility for the nation and the welfare of the people. The study of men and their motives and actions aroused his deepest interest. He was free from personal ambition for continuance in office. His private business and home calls made him long to be rid of official responsibility and duty, and this was the occasion for his retirement. Yet after he had resigned, his political interest remained, and he was forced into many contests by the calls of his friends and others who felt the need of his advice and his master hand.

The Senator was a regular party man. He believed in organization. He was himself an admirable organizer. He had an unerring judgment of men and he could summon a host of real efficient workers to a cause with surprising promptness. He never was a boss. He never had a machine, but he knew how to lead in promotion of a cause, and he never entered a convention, state or national, in which he was not a strong influence. He never sought patronage to build up his political strength. He never thrust himself upon the appointing power in state or nation. He gave his counsel, if asked, but that was all. His counsel was generally sought.

Senator Crane was conservative. He believed the happiness and progress of the World depended

in part at least on the right of property and its careful preservation. He had large corporate interests himself, and was a trustee for the holdings of others; but he was no Bourbon or reactionary. He insisted on fairness in dealing with the public and individuals by every company with which he was connected. He sought fair compromises. He tried always to find a common ground with the other side.

The Senator's party regularity and his political influence, wisdom and organizing faculty brought him into the managing councils of his party, state, national and congressional. He believed that the strength and effectiveness of popular government rested upon the organization of two parties. He feared and deprecated the development of numerous political groups as leading to ineffective government and to the absence of an organized political majority in Congress essential to carefully thought-out progress. He was ever and always a friend of good government. He was a man of practical ideals and could always be counted on for effective aid in furthering them.

Senator Crane was a strong supporter of the League of Nations. His advocacy of the movement sprung from his sense of responsibility for peace and the welfare of the World which he thought this country should share. He was anxious that the League be accepted with the Republican reservations, and he sought to have a declaration of this kind in his last Republican Convention. Indeed he led the movement, and

he never recovered from the strain upon his health due to his struggle in this behalf.

He was a frail man physically but of indomitable will and purpose. One wondered that he could attend to so much. He was most abstemious except in his activities and work. His mind was full of his responsibilities, business, political and personal. I have said that Murray Crane was willing to help in all good causes. He had no pecuniary interest whatever, for instance, in the New York and New Haven Road. Yet, responding to an appeal to help save the road when the company was in dire stress through mismanagement and was facing disintegration and receivership, he entered into the directorate and did much to bring about an adjustment and save the property whose successful service was vital to New England. And when the danger of a receivership passed, he resigned.

Senator Crane knew the political pulse of the country, and he followed with care and respect public opinion. Many projected actions by capitalists and great corporations of doubtful propriety or contrary to the public conscience he deprecated and sought to prevent. He knew intimately the leading business men of the country, and through his own large interests was kept in touch with them. He had to visit New York two days of every week after he had retired, and there his knowledge of affairs, his familiarity with politics and the views of the plain people in the country and the city, and his known disinterested and

public spirit, gave to his warnings the greatest weight. No one will ever know how much good he did in this way by his still small voice of counsel and restraint.

Senator Crane's sense of humor was keen and dry. He was most companionable. Generous, hospitable, broad, catholic and really helpful, no man in this generation has left the World with more close personal friends than he. He did not carry his heart on his sleeve. He was too reserved and modest for that. But let one whom he liked and respected seem to need help and his aid was not stinted. For one so quiet, so restrained, so modest, he filled a great place in our community, and his capacity and desire for real public service rendered his death a national loss.

Murray Crane and I were intimate friends. I cherish his memory as that of a loved and loving friend. I count it a great privilege to be permitted to come here and take part in this affectionate tribute to one of Nature's noblemen.

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